

INSTRUCTIONS

C-O-N-F-I-D-E-N-T-I-A-L

*Amended  
10/26/02*

PUBLICATIONS

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-1

FEB 6 1964

### ADMINISTRATIVE ISSUANCES

#### 1. Administrative Issuances of the Support Directorate

There is hereby established a system of Administrative Issuances for the guidance and direction of personnel and activities of the Support Directorate. The system consists of Administrative Instructions for items of lasting interest which are directive in nature, prescribe policy, delegate authority or assign responsibility; Administrative Notices for similar items which have a relatively short termination date; and Administrative Bulletins for items of information only.

#### 2. Format of the System

Administrative Issuances will be numbered consecutively by calendar year. A number will be used only once but by maintaining a list of titles and numbers and recording rescissions and expirations recipients can always tell when their set is complete and current. Each issuance will show, in the upper left hand corner, a general subject corresponding to the most closely related category in the Agency regulatory system. The specific subject will be shown as the title of the issuance.

#### 3. Authentication and Distribution

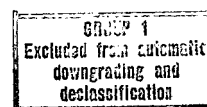
Administrative Issuances will be authenticated for the Deputy Director for Support by the Executive Officer. One typewritten or Xerox copy will be distributed to each Support Office Head. Additional distribution may be effected within each component as desired and in order to effect the necessary action.

FOR THE DEPUTY DIRECTOR FOR SUPPORT

[Redacted Signature Box]

EXECUTIVE OFFICER

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*Rescinded by  
AN 70-20  
dtd-12/28/76*

PUBLICATIONS  
26 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-1 (Amended)

## ADMINISTRATIVE ISSUANCES

Amended: DD/S Administrative Instruction No. 64-1 dated 6 February 1964

### 1. Administrative Issuances of the Support Directorate

A system of Administrative Issuances for the guidance and direction of personnel and activities of the Support Directorate has been established. The system consists of Administrative Instructions for items of lasting interest which are directive in nature, prescribe policy, delegate authority or assign responsibility, and Administrative Notices for similar items which have a relatively short termination date. An expiration date will be indicated at the top of the front page of all Administrative Notices.

### 2. Format of the System

Administrative Issuances will be numbered consecutively by calendar year. A number will be used only once but by maintaining a list of titles and numbers and recording rescissions and expirations recipients can always tell when their set is complete and current. Each issuance will show, in the upper left hand corner, a general subject corresponding to the most closely related category in the Agency regulatory system. The specific subject will be shown as the title of the issuance.

### 3. Authentication and Distribution

Administrative Issuances will be authenticated for the Deputy Director for Support by the Executive Officer. One typewritten or Xerox copy will be distributed to each Support Office Head. Additional distribution may be effected within each component as desired and in order to effect the necessary action.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:



Executive Officer to the  
Deputy Director for Support

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*Revised by  
A1 72-7 dtd 10/17/72*

PROGRAM APPROVALS

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-2  
17 February 1964

APPROVAL OF SEPARATE ACTIVITIES

- REFERENCES: 1. Action Memo No. A-358 dtd 28 Jan 64 to DD/P, DD/I, DD/S&T, & DD/S fr Ex Dir-Compt, subj: "Proposed Actions Having Money/Manpower Implications"
2. Memo dtd 23 Dec 63 to DD/P, DD/I, DD/S&T, & DD/S fr DDCL, subj: "Approval of Research and Development Activities"

1. General

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The Agency Programs Approval System prescribed in  provides for the review and approval of certain activities separate from the annual process of review and approval of the Operating Budget. All proposed actions submitted by Support Operating Officials for approval separate from the Operating Budget which have manpower implications will be routed by the Deputy Director for Support to the Director of Budget, Program Analysis and Manpower before they are presented to the Office of the Director for approval.

2. Research and Development Activities

Research and development activities which are to be submitted for approval separate from the approval of the Operating Budget are:

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b. Research and development efforts relating to improved photographic exploitation initiated by the National Photographic Interpretation Center, DD/I.

c. Research and development undertaking of the Office of Communications, DD/S.

d. Research and development efforts of the Office of Research and Development and the Office of ELINT, DD/S&T.

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e. Research and development activities, other than those included under the National Reconnaissance Office, of the Office of Special Activities, DD/S&T.

3. Annual Preparation

The annual preparation of research and development programs shall be coincident with the formulation of the Operating Budget. Review of these programs shall be undertaken by the Deputy Director concerned, in concert with the Director of Budget, Program Analysis and Manpower and the Executive Director-Comptroller. The research and development programs and supporting details as prescribed by the Executive Director-Comptroller will form the basis for approval by the Deputy Director of Central Intelligence of the research and development portion of the Operating Budget. In addition to procedures relating to program review and Operating Budget approval, the individual research and development efforts require prior approval by the Deputy Director of Central Intelligence whenever:

a. A proposed undertaking involves a significant new policy consideration, or for any other reason suggests the desirability of prior consideration at Head-of-Agency level, regardless of financial magnitude.

b. A proposed new undertaking requires a total authorization in excess of \$150,000 in the current fiscal year.

c. An amendment is proposed for an existing project or contract which would raise the total authorization more than \$100,000 above the level established in the pertinent research and development program.

4. Requests for Approval

Requests for approval by the Deputy Director of Central Intelligence shall be submitted via the Director of Budget, Program Analysis and Manpower and the Executive Director-Comptroller and shall follow generally the outline shown in the attachment.

5. DD/S Approving Authority

a. New research and development efforts and amendments, extensions, renewals, or terminations of continuing efforts which do not require consideration of the Deputy Director of Central Intelligence may be approved by the Deputy Director for Support or the Assistant Deputy Director for Support.

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b. The Director of Communications is authorized to approve new research and development undertakings of the Office of Communications and to amend, extend, renew, or terminate continuing efforts, provided the action taken will not cause the total authorization to exceed \$50,000 in the current fiscal year.

6. Notification to the Executive Director-Comptroller

All financially significant changes relating to research and development programs will be reported to the Director of Budget, Program Analysis and Manpower in such detail as the Executive Director-Comptroller may require.

7. Monitoring Research and Development Activities

Within the scope of his normal authority in connection with the research and development programs of the Agency, the Director of Logistics will monitor these activities and report to the Deputy Director for Support any failures to comply with the principles and policies enunciated in this Instruction.

8. Rescission

This Instruction rescinds memorandums dated 4 February 1964 to the Director of Communications, the Director of Logistics, and the Assistant Deputy Director for Support from the Deputy Director for Support, subject: "Approval of Research and Development Activities."

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

ATTACHMENT

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Attachment to  
DD/S Administrative  
Instruction No. 64-2

Research and Development  
Project Approval Request

I. Identification

Under what category of Agency Program Activity will project be undertaken; by what component; included in financial plan and at what level; if not what prompted initiation now; any internal designation?

II. Objectives

What is requirement for this effort, what will be resulting product, how will it be used, what is advancement over existing capabilities?

III. Background

Substantive and/or operational justification, previous or existing means of meeting problem pertinent operational experience.

IV. Technical Specifications

Technical data as applicable and in sufficient detail to permit reasonable evaluation by qualified staff elements within the requesting component, but at same time this section should not incorporate full specifications as might be worked up by the contractor.

V. Contractor & Financial Arrangements

Name of firm; others considered; reason for choice; cost; duration; guidance from Headquarters, etc.

VI. Coordination

Within the Agency; with other Governmental departments; with academic or business institutions as appropriate.

VII. Security

Within the Agency; within the contracting firm or institution; other aspects.

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*Rescinded by  
AT 71-5 dtd 12/28/71*

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FINANCIAL ADMINISTRATION

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-3  
17 February 1964

UNCOLLECTIBLE RECEIVABLES

The Deputy Director of Central Intelligence has authorized the Director of Finance to determine the uncollectibility of accounts and debts due the Agency of less than \$50 and to remove them from Agency records. This authority may be redelegated. It will be exercised generally in conformance with Titles 2 and 4 of the General Accounting Office Policy and Procedures Manual.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

REFERENCE: Memo dtd 28 Jan 64 to  
D/Fin fr DDCI, same  
subject

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MANAGEMENT

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-4

*Rescinded by DSS Admin  
Instruction No. 69-1*

REORIENTATION IN SUPERVISORY RESPONSIBILITIES

1. A one-day program has been designed by the Office of Training to make clear the Agency's interest in better supervision of personnel, to point out some current weaknesses, and to alert all concerned to the dangers to the Agency and its mission which have resulted and can result from failures in good supervision. Specifically, emphasis is to be placed on the critical necessity for supervisors to observe impeccable standards of objectivity, integrity, and impartiality in dealing with subordinates.

2. The Reorientation in Supervisory Responsibilities will be attended by all staff employees who:

a. Are in grade GS-14 or above, or

b. Are in grade GS-13 or below or at equivalent grades in other schedules, and who customarily prepare fitness reports on two or more subordinate employees.

3. The first offering of the Reorientation in Supervisory Responsibilities is scheduled for 10 April 1964. The presentations will be made by senior CIA Officials, including the Director of Central Intelligence or the Deputy Director of Central Intelligence. This running is intended specifically for managerial and supervisory personnel in Support components in the Washington area. The program will run from 0900 to 1600. Attendance will be checked at the door of the auditorium and a permanent record of attendance will be compiled.

4. Each Operating Official will appoint an Office Coordinator who will be responsible for notifying those who will attend and will serve in a liaison role with [ ] of the OTR Registrar Staff [ ]. The name of the Office Coordinator should be given to [ ] immediately.

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Operating Officials should submit to him by 2 April 1964, a list of personnel on duty in their Offices who will attend the reorientation on the basis of the eligibility criteria given in paragraph two. At least half of those named on this list should be identified to attend the initial presentation on 10 April. More specific figures and quotas will be furnished by OTR following compilation of the lists. A date for the second presentation for DD/S personnel will be announced later.

FOR THE DEPUTY DIRECTOR FOR SUPPORT

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MANAGEMENT

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-5  
6 April 1964

## REORIENTATION IN SUPERVISORY RESPONSIBILITIES

*Revised by SDS  
Admin Instruction  
No. 69-1*

REFERENCE: DD/S Administrative Instruction No. 64-4

1. The nominations for all DD/S Offices and Staffs for the Reorientation in Supervisory Responsibilities presentation on 10 April have been received by the OTR Registrar Staff but the total number is less than the seating capacity of the auditorium. In order to assure efficient utilization of the auditorium for this program, the Deputy Director for Support desires that additional personnel be scheduled for 10 April as follows:

<u>Office or Staff</u>	<u>Previously Nominated</u>	<u>Additional Required</u>	<u>Total Nominations</u>
OL	83	17	100
OC	127	20	147
OF	36	8	44
OS	47	10	57
MS	14	4	18
OP	38	8	46
OTR	50	2	52

2. As requested in the above reference for the original listing, the additional names to be transferred to the 10 April presentation should be submitted to'  of the OTR Registrar Staff.

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MANAGEMENT

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-6

*Processed by  
DDS Admin. Instruction  
no. 69-1*

REORIENTATION IN SUPERVISORY RESPONSIBILITIES

1. The first offering of the Reorientation in Supervisory Responsibilities was scheduled for the Support components on 10 April 1964. This one day course required the attendance of all staff employees who:

- a. Are in grade GS-14 or above, or
- b. Are in grade GS-13 or below or at equivalent grades in other schedules, and who customarily prepare fitness reports on two or more subordinate employees.

2. For various reasons, some employees in the above described categories were unable to attend. Therefore, a second presentation for all such employees will be held from 0900 to 1420 hours on 9 June 1964 in the Agency auditorium.

3. Each Operating Official will insure attendance of the managerial and supervisory personnel of his Office who did not attend the 10 April course. Attendance will be recorded at the door of the auditorium.

4.  of OTR Registrar Staff (ext. ) is Program Coordinator.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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*Rescinded by  
AT 71-5 dtd  
12/28/71*

SECURITY  
29 June 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-7

CENTRALIZATION OF INFORMATION ON  
PUBLISHED REFERENCE TO AGENCY ACTIVITIES AND PERSONNEL

REFERENCE: Action Memo 392, dtd 19 June 1964 to Deputy Directors,  
General Counsel, and Assistant to the Director for Public  
Affairs

1. A by-product of our efforts to cope with problems growing out of the book The Invisible Government was the realization that we lacked an adequate centralized record of published material in which Agency personnel, activities and operations have been identified and/or compromised. Not only are there obvious gaps in coverage, but the material that is available is fragmented throughout several components to meet their own specialized needs.
2. The Assistant to the Director for Public Affairs will assume responsibility for establishing and maintaining a centralized record of all instances where Agency personnel or activities are identified as such in publications (foreign and domestic). Public Affairs will continue to disseminate copies of pertinent material from these files to the components having specialized requirements for such material. In continuing to maintain files to meet their specialized needs, interested components will avoid any needless duplication of the centralized files, as these records will be available to them as a reference facility.
3. Support components, in particular the Office of Security, will insure that input from publications covered for their own purposes is phased into the central system.

FOR THE DEPUTY DIRECTOR FOR SUPPORT

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*Revised by  
AN 76-20  
dtd 12/28/76*

PERSONNEL  
8 July 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-8

### ANNUAL LEAVE

1. Support Office Heads and Staff Chiefs customarily report their plans for annual leave and obtain the approval of the Deputy Director for Support; but frequently this is done orally, sometimes casually and often rather far in advance of the actual planned period of absence. Occasionally, some confusion is caused when plans are informally communicated or not recorded.

2. Accordingly, when DD/S Office Heads or Staff Chiefs plan to take leave of two or more working days, they will, as soon as their plans are firm, request approval by addressing a memorandum to the Deputy Director for Support stating the inclusive dates of the proposed absence and indicating who will be acting during that time. Whenever possible, they should also furnish information about how they may be reached while they are away. The request for leave should be made to the Deputy Director for Support at least as far in advance of the departure as the total number of days, including weekends and holidays, that the individual plans to be away. Action on the request will be taken promptly by the Deputy Director for Support and usually approval or other advice will be furnished by telephone.

3. Requests for absences of less than two days will be handled orally and usually by telephone.

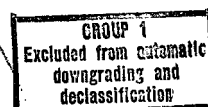
4. Office Heads and Staff Chiefs are encouraged to take their full allowance of annual leave and nothing in this Instruction should be interpreted to the contrary.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

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*Rescinded by  
AI 71-5 dtd 12/28/71*

PERSONNEL  
10 July 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-9

REASSIGNMENT CLEARANCE OF ACCOUNTS

1. Earlier this year, this Office circulated for coordination among Agency components a proposed amendment to  Assignment Policy. As a result of comments received from the several components and with the agreement of the Executive Director-Comptroller, this proposal has been withdrawn.

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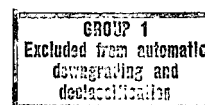
2. Instead, the heads of organizational components with which individual employees have accounts will take such action as is necessary to ensure that all accounts are followed up periodically to avoid problems which are created when delinquencies occur.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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PERSONNEL  
28 July 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-10

*Revised by DSS  
Admin Instruction No.  
69-1 dated 10 June 69*

REDUCTION IN ON-DUTY STRENGTH LEVELS

Action Memorandum No. A-410 dated 27 July 1964 on the subject of "Reduction in On-Duty Strength Levels" is reproduced below for compliance by all Deputy Director for Support components.

"1. The Director's decision to adjust position authorizations for FY 1965 and FY 1966 compels us to initiate certain constructive efforts designed to meet our end-year target strength levels. Immediate attention must be given by each Deputy Director to those avenues which provide an acceleration in the separation of personnel who are unnecessary to his needs while at the same time assuring minimal adverse impact on the employment of any career employees whose performance has been satisfactory.

"2. There are four such avenues:

"a. Military Personnel.

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"(1) We have on duty over ☐ military personnel and yet have designated only approximately ☐ positions as requiring active-duty military skills. This suggests position-by-position review of military personnel on duty to determine whether or not an active-duty military officer or enlisted man is absolutely essential in each case. Any position currently filled by a military man which could be filled by a CIA civilian employee should be identified and the officer returned to his parent service.

"(2) The Director of Personnel has been instructed to initiate this survey immediately in concert with the Deputy Directors and to submit his recommendations to me no later than 1 November 1964.

"(3) This action should be undertaken in such a manner that there is no implication that military assignees are considered to be less valuable as individuals to CIA than in the past or that there is any change whatever in the long-established Agency policy to welcome the assignment of military personnel whose unique skills are required. The purpose of the survey is to achieve a more

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positive compliance with the provisions of DOD Directive No. S-1315. 3, dated 5 December 1957, and to utilize career CIA employees in all positions for which they can qualify. Taking into consideration those jobs which can be performed equally well by civilian employees and those jobs which may no longer be necessary at all, I would hope that [ ] or more military can be declared surplus to our immediate needs and returned to their parent services with no adverse impact on either the individuals concerned or our relations with DOD.

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"b. Retirement.

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Agency Regulations [ ] established the policy that employees are expected to retire when they have achieved certain specified combinations of age and length of service. In the past we have been very lenient in granting waivers to this policy. We must now take a more objective and organization-oriented viewpoint on this matter. In the future exceptions should be granted only when an employee's skills are truly irreplaceable from within the Agency or when a real financial hardship would result which would materially affect the employee's ability to maintain the necessities of life. Failure to exercise mature judgment in planning for retirement and the assumption of unnecessary financial obligations by individuals approaching retirement age will not be considered adequate reasons for retaining an employee beyond his normal retirement date. Accordingly, you should review all current exceptions to the retirement policy and provide to me by 1 November 1964 specific recommendations either rescinding or revalidating such case by name in accordance with a strict interpretation of the above criteria.

"c. Substandard Performance.

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The Director does not intend to implement the provisions of [ ] at this time. However, he expects that all supervisors shall aggressively identify substandard performance as warranted and initiate separation action under the provisions of [ ] The Office of Personnel reports that during FY 1964 only three-

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"tenths of one percent of our personnel were separated under these provisions. It is difficult for me to visualize that it is realistic for an organization of this type and size to separate only forty-nine employees in any one year as not meeting the standards of performance required. Each Deputy Director should take immediate steps to identify and recommend for separation under [ ] those individuals whose record of performance do not justify retention in the Agency as being in the best interests of the U. S. Government. The Director of Personnel will provide assistance as required in this effort.

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"d. Surplus Skills.

"(1) The Agency Career and Position Classification System provides for the designation of positions and employees within certain occupational and career fields across organizational lines. Although we cannot afford to maintain any position not essential to the performance of the Agency or unit mission, we must avoid subverting the Agency career system through the assignment of unqualified personnel to positions within established career fields. At the same time we must make every effort to afford retraining opportunities to individuals when the best interests of the Agency and good personnel management and manpower utilization can be served thereby.

"(2) If a position planned for elimination carries the career designation of a career service outside the career system of the Directorate controlling the position, the proposed elimination should be discussed with the Head of the Career Service concerned before any final action is taken. This instruction should not be construed as circumscribing or limiting a Deputy Director's authority to eliminate any position which he deems to be no longer necessary, irrespective of Career Service.

"(3) Deputy Directors should not fill positions requiring skills and training not normally attributed to their Career Services with their own Career Service designees merely to absorb surplus personnel. In order to know what our true manpower situation is with respect to skills required and jobs to be performed, deliberate mis-assignment and the assignment of unqualified individuals to positions must be avoided. Therefore, the Director of Personnel

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has been asked to assure that reassignments are consistent with established position career designations and with the qualifications and the potential ability for the individual involved.

(signed)

Lyman B. Kirkpatrick  
Executive Director-Comptroller"

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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BUDGET

25 September 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-13

*Rescinded by DD/S  
Admin. Instruction  
No. 69-1 dated  
10 Jan 69*

FISCAL YEAR 1965 PROGRAMMING

REFERENCE: Action Memorandum No. A-422 dtd 23 Sept 64 to the Deputy  
Directors fr Ex. Dir-Compt, same subject

1. For your information Action Memorandum No. A-422 is reproduced below.  
Your particular attention is directed to the requirements specified in paragraph 2.

"1. As a result of Congressional cuts in the Agency's FY 1965 request, the funds available for allocation to each Directorate and for allotment to each principal component of the Agency will be reduced somewhat below the Agency's Congressional budget submission. The identification of FY 1965 cuts for purposes of preparing the FY 1966 budget have been reviewed with each Directorate and the FY 1966 budget presentation to the Bureau of the Budget will reflect the location of the Congressional cuts.

"2. Within the next few weeks you will receive specific allotments for operating in FY 1965. I would urge that you examine these allotments most carefully and assure that the execution of the programs approved thereunder is undertaken with maximum economy of operation consistent with sound productivity. I am convinced, for example, that all Directorates can reduce their procurement requirements to absolute essentials. Travel costs can also be pared by reducing unnecessary travel, domestic and foreign. I would urge that you establish a target of savings for your Directorate of at least ten per cent in both of these fields. Likewise, it has become apparent from the last two years' experience that procurement management in all Directorates can be improved by phasing to avoid the end-year buildup and uneven distribution of workload on the Office of Logistics. I have asked the Director/BPAM, in concert with the DD/S, to make a special point of watching the nature and rates of procurement for all Agency components and to recommend actions to bring about improvement and economy in this aspect of Agency management.

"3. As we proceed through FY 1965, I anticipate a need for considerable reprogramming within Directorates and between Directorates. Adjustments in funds and manpower ceilings will be involved. BPAM will

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25X1 continue to provide an independent review of financial and manpower implications of new programs which originate within the Agency or in response to USIB or Special Group requirements, and will continue to assure that the Agency's financial plan, as recorded with the Bureau of the Budget and the President, is kept current and reflects both in form and substance the program decisions of each Directorate. In addition to their regular reviews of your programs and projects as provided in [ ] I will be calling upon BPAM to undertake a variety of special studies which will assist us in consideration of dollar and manpower levels for operations in FY 1966 and in the identification of possible organizational problems. Of course, these matters are your direct responsibility in the first instance.

"4. During the year I shall continue to look to the Financial Policy and Budget Committee as a sounding board and advisory body to assist me in the immediate and long range financial and program issues of the Agency and in the implementation of changes that may be required to improve our general performance. I will also meet with you from time to time to go over the substance of your programs, including any organizational, dollar and manpower implications. I am convinced that if all Directorates work together, the Agency can progressively enhance its personnel and dollar utilization and substantively respond to the Director's policy to improve productivity and quality of performance in the execution of the Agency's mission.

/s/ Lyman B. Kirkpatrick  
Executive Director-Comptroller"

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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TRAINING

20 November 1964

DD/S ADMINISTRATIVE  
INSTRUCTION No. 64-15*Rescinded by  
AT 67-1 - 11 Jan 67*

## SUPPORT OFFICERS DEVELOPMENT PROGRAM

1. The Support Officers Development Program is a program to furnish each of the Support Career Services with an annual quota of well-trained junior officers subject to their needs. The Junior Officer Training Program will be the primary source of candidates for the Support Officers Development Program but Heads of Support Career Services will be encouraged to nominate individuals whom they feel are qualified for and can benefit from participation.

2. Officers selected for this program will be given the opportunity to gain varied experience in order to identify their interests, test their aptitudes, and eventually to arrange for their assignments to one of the specialized Support Career Services or to the "S" Service. However, the program will be flexible enough to accommodate interests of individual participants who may want to point their careers toward one of the Support specialties from the outset. In order to accomplish these objectives and to maintain an orderly program, it has been concluded that central management is necessary and that this will be done from the Office of the Deputy Director for Support. Central management will offer a central service to all Support Career Services and ensure due regard for the program as a whole. To administer the program and accomplish its objectives the following organizational mechanisms will be established:

## a. Slotting

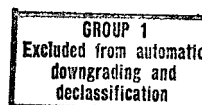
(1) It is anticipated that 15 slots for this program will be necessary by 30 June 1965. This number will be increased as the program expands.

(2) Slots to accommodate participants will be assigned to the Support Development Program. All feasible means of obtaining the initial allocation of slots without affecting the staffing complements of the Support components will be explored but it is anticipated the Support Offices themselves will have to be the primary source from which slots will be drawn.

## b. Assignments

(1) Each of the Support components will derive direct benefit from the program by having participants and programs

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available to them as full-time working details. Participants will be given assignments to provide them with the broadest possible base of experience for their rapid development, leading toward ultimate assignment to one of the Support Career Services. It is expected that assignment to a Career Service will be accomplished within 4 to 6 years but sooner, if possible.

(2) Overseas experience at a small post is considered one of the most effective means of offering a broad base of experience in all facets of Support activities and normally will be planned for the early phases of the development program. However, it should be noted that overseas service of this type may not be available or may not be realistic for every participant.

(3) The developmental experience will be tailored to the needs of the Support Directorate as well as those of the individual and the individual Support Career Service. Each office will be responsible for ensuring that the assignment of an individual within that office is such that he will have an opportunity to make maximum contribution to functions of the office commensurate with his grade and experience and consistent with the long-range objectives of the program. In this connection, it is not necessarily intended that the participant become a technical expert in the function of any given office but that he should develop a familiarity and broader base of experience with the office as a whole. Assignments should be active and productive, but production in comparison with that of experienced technicians should not be the only yardstick of measuring "productive performance."

#### c. Program Management

(1) A Support Development Panel will be responsible for the Support Officers Development Program. This Panel will be chaired by a member of the staff of the Deputy Director for Support. A permanent secretary to the Panel will be appointed and members will be selected to represent each of the Support Career Services. The Support Development Panel will recommend to the Deputy Director for Support assignments and other actions for the support and administration of this program.

(2) When participants are assigned to component offices, they will continue to be carried in the Support Officers Development Program and will not be counted against office

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staffing complements. They will be given "SD--Support Development" career designations. Overseas assignments will continue to be on the basis of transfer to the Clan-destine Services staffing complement for the tenure of the assignment. At the conclusion of the officer's developmental training and experience under this program, he will be given a service designation of one of the Support Career Services. Determination of the Career Service affiliation will be arrived at in consideration of the interests of the individual officer in consultation with the Support Offices and with the approval of the Deputy Director for Support.

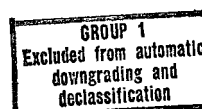
3. An effective central mechanism with the full participation and cooperation of the DD/S component offices should ensure a highly effective program which will provide the several Support Services with a steady input of highly qualified and talented officers. Such a program is considered necessary in order to ensure the highest competence in our personnel for the present and future in the development and maintenance of the Agency support program.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

S-E-C-R-E-T



13 November 1964

Colonel White (via Mr. ~~Banner~~):

I believe the attached paper captures all of the significant suggestions made at the DD/S Staff Meeting on 4 November 1964.

As you suggested on Tuesday, we have incorporated a compromise suggestion regarding management of the program (page 2, para c(1)). The compromise is to eliminate any official relationship between the Support Development Panel which will manage the program and the Support Career Board which will necessarily be concerned with the assignment of some of the participants in the program. Since the chairman and secretary of both the Panel and the Board will be members of the immediate Office of the DD/S there should be no problem in effecting whatever coordination is necessary between the training and assignment phases of the program.

We have also revised the proposed membership of the Support Development Panel and now propose one member from each of the Support career services. We didn't say so in the paper but in practice it would not be necessary that all members attend each meeting since in some instances there will be meetings which will be of no direct concern to some of the Support offices.

We have included a new proposal (top of page 3) which is the establishment of a career designation entitled "SD--Support Development" to be assigned participants in the program from the time they drop the JOT designation until they pick up their long-term career designation from one of the Support offices or from the "S" service. You will recall that Emmett Echols made a strong point against using any specific Support career service designation during assignment to this program.

Recommend approval to publish the attached paper as a DD/S Administrative Instruction.

*Col. White - Recommend  
approved - a good paper.*

*19 Nov. 64*



STAT

*[Handwritten signature]*  
20 NOV 1964

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*Rescinded by  
AT 71-5-12/28/71*

MANAGEMENT  
25 March 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-1

## AUTOMATIC DATA PROCESSING

REFERENCE: DD/S Administrative Notice No. 64-8 dated 30 September 1964,  
subject: Electronic Data Processing Coordinator

### 1. Background

a. Early in 1960, the Support Offices began converting their punched card applications to computer use with the intention that as soon as the original conversion was completed a total study of the management information processing system for the Support Directorate would be undertaken. Phase I of this program, the original conversion, was completed some time ago but for a variety of reasons it has not been possible to complete Phase II, the conduct of the total system study.

b. Since the completion of the Phase I conversion, the individual Support components have become increasingly active in the development of electronic data processing systems. Many additional computer applications have been developed, several are in the process of being converted, and plans for many others have been projected. Each of the Support Office Heads has agreed that a cohesiveness which has not heretofore been present in the development of computer applications is required and the action necessary to accomplish this purpose can no longer be deferred. Accordingly, Phase II of the original plan, a total management information system study, has been undertaken.

### 2. Support Information Requirements Group

a. To conduct this study, a Support Information Requirements Group has been formed with full-time representation from each of the interested Support components under the direction of a member of the staff of the Deputy Director for Support. The Support Information Requirements Group will develop, to the extent practical, an integrated management information processing system to serve the needs of the Support Directorate as well as the Agency at large. It will attempt to structure a new system that will be responsive to current and projected requirements of all levels of management with enough inherent flexibility to permit satisfaction of ad hoc as well as continuing needs while preserving the minimum essential security compartmentation. In the process, it will attempt to identify and evaluate subsystems and establish priorities for their development.

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Excluded from automatic  
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b. The scope of the study encompasses the Agency's management information about its human and materiel resources which affects or is affected by more than one element of the system. It intends to service the requirements for information generated by all levels of Agency management.

c. The study will proceed in two parts simultaneously: (1) the human resources system, and (2) the materiel resources system.

d. Representation on the human resources team is:

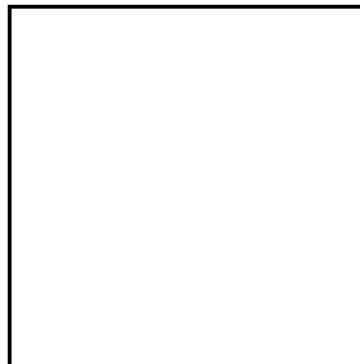
Office of Finance

Office of Medical Services

Office of Personnel

Office of Security

Office of Training



25X1

e. Representation on the materiel resources team will be announced at a later time.

### 3. Functions of Support Information Requirements Group

a. To identify, analyze, define, and evaluate requirements for information generated by all levels of Agency management and to generally structure an information system which will satisfy those requirements through the application, as appropriate, of properly designed computer systems and programs.

b. To determine the extent to which integrated systems are desirable, realistic, and practical and ensure that communication among systems and subsystems is properly systematized.

c. To identify and evaluate all subsystems, determine the extent to which they relate to, and are interdependent with, other systems and subsystems and establish priorities for their development.

d. To collect all documents and reports which contribute information to or derive information from the systems; describe their purposes and evaluate the extent to which they serve those purposes; determine the relationship each document and each item of significant information bears to all of the others in the

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system for purposes of evaluating data content, identifying repetitive and unique items and establishing their utility; and to identify items not now in the system as well as those which are present but not currently retrievable for the purpose of satisfying present and projected requirements.

e. Determine and describe what the major data-information flows are and what they should be from input to output.

f. To provide the coordination and action mechanism through which the Office of Computer Services will relate to the problem in performing the computer system design function.

4. Relationships with the Office of Computer Services

a. The Office of Computer Services will be requested to design computer systems and programs for those parts of the total management information system and its subsystems which may advantageously employ electronic data processing techniques in meeting and satisfying requirements as defined by the Support Information Requirements Group.

b. The Office of Computer Services will be requested to furnish staff assistance and guidance to the Support Information Requirements Group during the study of the present system, the definition of requirements, and the structuring of a new management information system, and will be requested to assume the burden of responsibility for computer system design, programming, and equipment selection and operation.

5. Support Offices

a. The success of an effort of this magnitude is completely dependent upon the degree of cooperation and support given by the Heads of the Support components and their Staff and Division Chiefs. You are requested to make available to the Support Information Requirements Group all information they may require and lend them whatever other assistance may be practical.

b. While it may not be reasonable or practical to halt or defer all of the separate interests in and possibilities for using electronic data processing techniques for the improvement of particular operations until this study has been completed, it is vital that no new applications be converted without complete consideration and evaluation of their potential relationship to all other systems and subsystems. All requirements for system improvement, therefore, whether

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immediate or speculative, should be referred to the Support Information Requirements Group for consideration and evaluation before any other action is taken. All liaison with the Office of Computer Services, except established working relationships for ongoing programs, should be conducted through the Support Information Requirements Group.

6. Progress Reports

Progress of the Support Information Requirements Group will be reported periodically to all interested parties either orally or in writing.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

Distribution: 2B

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**S-E-C-R-E-T**

Rescinded by  
AI 73-1 dtd 1/19/73

~~PERSONNEL~~  
~~2 April 1965~~

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-2

## FITNESS REPORTS ON SENIOR OFFICERS

1. The Deputy Director for Support would like to review fitness reports on key officials of the Support Offices. In most cases under the present procedure, the Office Director acts as Reviewing Official and the Deputy Director of the Office completes the fitness report as the supervisor. In order to establish a uniform procedure, it is requested that fitness reports on all officers who report directly to the Office of the Director of your component be prepared by the Office Head and submitted to the Deputy Director for Support who will act as Reviewing Official. The new procedure is intended to include Staff and Division Chiefs as well as the Deputy Director of each Office.

2. The Office of the Deputy Director for Support will retain one copy of fitness reports only on members of the Support Career Service.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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## AN EXECUTIVE OFFICER

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**GROUP 1**  
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declassification

DD/S 65-1568

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MANAGEMENT  
6 April 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-3

*Rescinded by  
AI 71-5 dtd  
12/28/71*

CIA AUTOMATIC DATA PROCESSING COMMITTEE

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REFERENCES: 1.

2. Action Memo A-444 dtd 26 Mar 65, subj: Automatic  
Data Processing - BOB Circular A-71

1. The Executive Director-Comptroller has instructed the Assistant  
Director for Computer Services to convene the Automatic Data Processing  
Committee to review Agency programs and plans for ADP.

2. The Deputy Director for Support has designated   
to represent the Support Directorate as member of the CIA Automatic Data  
Processing Committee.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

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DD/S 65-1567

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*Rescinded by AT 7-5  
dtd 12/28/71*

MANAGEMENT  
6 April 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-4

AUTOMATIC DATA PROCESSING PLANS AND  
PROGRAMS

- REFERENCES:
1. Action Memo A-444 dtd 26 Mar 65, subj: Automatic Data Processing - BOB Circular A-71
  2. DD/S Admin. Inst. No. 65-1 dtd 25 Mar 65, subj: Automatic Data Processing
  3. BOB Circular A-71 dtd 6 Mar 65, subj: Responsibilities for Administration and Management of Automatic Data Processing Activities

1. Bureau of the Budget Circular No. A-71 prescribes that the Bureau of the Budget "will provide overall leadership and coordination of executive branch-wide activities pertaining to the management of automatic data processing equipment and related resources and will develop programs and issue instructions for achieving increased cost effectiveness through improved practices and techniques for the selection, acquisition and utilization of automatic data processing equipment and resources. In this connection, the Bureau of the Budget will:

"a. Provide policies and criteria, procedures, regulations, information, technical advice and assistance to executive agencies.

"b. Evaluate, through the review of agency programs and budgets and through other means, the effectiveness of executive agencies and the executive branch as a whole in managing automatic data processing equipment and resources.

\* \* \*

"e. Encourage the use of advanced techniques in the design of data systems and support research in advanced system design through demonstration projects.

"f. Advocate intra-agency and interagency integration of systems."

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2. The General Services Administration, the Department of Commerce and the Civil Service Commission have each been charged with responsibility for aiding in the achievement of increased cost effectiveness in the selection, acquisition and utilization of automatic data processing equipment and appropriate related resources within the areas of their respective Government-wide interests.

3. Bureau of the Budget Circular A-71 further charges the heads of all executive departments and establishments with responsibility "for the administration and management of their automatic data processing activities including:

"a. Agency-wide planning, coordination and control of equipment utilization.

"b. Determination and use of those equipment applications that offer the greatest return in terms of increased effectiveness in mission accomplishment and higher productivity.

"c. Development of data systems that employ the use of the most advanced design techniques.

"d. Merger or integration of data systems irrespective of intra-agency or interagency organizational lines, when cost effectiveness in equipment utilization, data systems management, or program accomplishment can be increased.

"e. Determination of automatic data processing equipment requirements.

"f. Sharing equipment time and services within the agency and with other agencies through support of the Government-wide program for sharing exchanges; cooperation in the establishment of service centers and other interagency joint use arrangements."

4. In order to achieve the highest degree of team action in connection with BOB Circular A-71, Action Memorandum A-444 directs the Assistant Director for Computer Services to convene the Automatic Data Processing Committee "to review Agency programs and plans for ADP and provide me [Executive Director Comptroller] a written report through the FPBC [Financial Policy and Budget Committee] not later than 1 June on outstanding issues, including but not confined to:

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"a. Projection of probable Agency automatic data processing needs over the next five years in the light of anticipated intelligence programs and ADP equipment advances;

"b. Identification of possible alternative Agency actions and their costs with respect to projected needs;

"c. Discussion of ways and means to achieve further economies in the use of the Agency's ADP assets;

"d. Review of the [ ] report with a recommendation for action thereon; and

"e. Review of pertinent outstanding executive directives and pending legislation in order to recommend an Agency position with respect thereto."

5. Immediate attention will be directed to the projection of probable automatic data processing needs during the next five years. [ ] who is directing the studies being conducted by the Support Information Requirements Group and representing the Support Directorate as member of the CIA Automatic Data Processing Committee, will be in touch with you or your representative to discuss the plans of your component and other matters as may be necessary to satisfy the requirements of BOB Circular A-71 and Action Memorandum A-444.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

[ ]  
EXECUTIVE OFFICER

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DD/S 65-2136

MANAGEMENT  
7 May 1965

*Received by*  
DD/S ADMINISTRATIVE *At 65-7*  
INSTRUCTION No. 65-5

WEEKLY AND INTERIM REPORTING OF  
SIGNIFICANT ACTIVITIES

1. A procedure has been established for the Director's morning meeting which provides that each Deputy Director report at least once a week on the activities of each of his Offices. A negative report is required if there have been no significant activities.

2. You are requested to submit to the Deputy Director for Support on the day indicated below a brief written report on significant activities during the preceding week. The statements in the report should be definitely more concise than customarily used in the present activity report. The report should constitute a "talking paper" in terms appropriate for DD/S briefing of the Director and the other Deputy Directors at the morning meeting.

3. In addition to the weekly reports, flash items of special significance should be reported in writing as they occur at any time during the week. The next weekly report would then include such interim items, describing the situation to date.

4. These weekly reports do not replace the existing periodic activity reports now being submitted by the Support Offices but it will not be necessary to include in the regular periodic activity reports those items which have been described in a special weekly report. Following is a schedule for the special weekly reports. All should be submitted to this Office by 3:00 p.m. on the day indicated.

Monday	-	Office of Personnel Office of Security
Tuesday	-	Office of Communications Office of Logistics
Wednesday	-	Office of Medical Services
Thursday	-	Office of Training
Friday	-	Office of Finance

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

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DD/S 65-2317

*Rescinded by  
AT 72-15  
dated 11/01/72*

MANAGEMENT  
18 May 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-7

### DD/S REPORTING SYSTEM

RESCISSION: DD/S Administrative Instruction No. 65-5, 7 May 1965

1. The Director has emphasized his very strong desire that each Deputy Director present a positive and current report at least once a week on the significant activities of each of his Offices. A negative report is required if there have been no significant activities worthy of reporting. (He thinks that this should be a rare exception.) The purposes of these reports are (a) to keep the Director currently informed in some detail of what is going on in each Office of the Agency, and (b) to demonstrate to all employees at all levels that he is very much interested in what they are doing and to assure them that he is, through this reporting system, aware of their activities and contributions to the Agency. The Director attaches considerable importance to the latter aspect of the reporting system.

2. I am mindful of the burden which a multiple reporting system imposes upon the Offices and wish to streamline the system to the extent possible so that one series of reports will serve the purposes of the DD/S as well as the Director. To this end and effective immediately, all present periodic reports will be discontinued and the reporting system outlined below will apply.

a. "Flash" Reports - Each Office will report by 3 p.m. on any day any item which because of its urgency or importance should be promptly brought to the attention of either the DD/S or the Director. Such reports should also include "perishable" items which are of primary interest because of their timeliness. They should be submitted in writing and should be as brief and concise as possible. At the same time, they should be complete and answer any questions which the report itself might raise. Late items which cannot make the 3 p.m. deadline should be submitted by telephone so as to be available to the DD/S not later than 8:30 a.m. the following morning. (This may apply particularly to DD/S Offices not located in the Headquarters building.) Oral reports are expected to be as brief, concise, and complete as though they were written.

b. Weekly Reports - Weekly reports should include a brief, concise, and complete summary of the significant activities which are worthy of

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GROUP 1 Excluded from automatic downgrading and declassification
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bringing to the attention of either the DD/S or the Director and should be submitted in accordance with the following schedule:

Monday	Office of Personnel Office of Security
Tuesday	Office of Communications Office of Logistics
Wednesday	Office of Medical Services
Thursday	Office of Training
Friday	Office of Finance

c. Special Reports - Special reports on subjects, functions, or activities which require more comprehensive treatment and therefore do not lend themselves to either the "flash" or the weekly reports should be submitted periodically by each Office as an attachment to the weekly report. I expect each Office Head to submit a special report on some appropriate subject about once a month. The objective should be to render a series of comprehensive special reports on all of the major activities or problems with which each Office is concerned in the course of a twelve-month period.

3. If we in the Support Directorate are careful and conscientious in preparing these reports, this will give us an opportunity which we have not heretofore had to keep the Director apprised of the importance of the Support function and the major contribution which it makes to the over-all Agency effort. I shall expect each Office Head to give his personal attention to this reporting system and to ensure that it accomplishes the purposes intended.



L. K. WHITE  
Deputy Director  
for Support

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*Resubmitted by  
71-5 dtg 12/28/71*

MANAGEMENT  
11 May 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-6

AUTOMATIC DATA PROCESSING

REFERENCE: DD/S Administrative Instruction No. 65-1, dated 25 Mar 65,  
same subject, paragraph 2e

1. Referenced Administrative Instruction announced the formation of the  
Support Information Requirements Group, listed membership of the human  
resources team, and indicated that membership of a materiel resources team  
would be announced at a later time.

2. A materiel resources team has now been formed with representation  
as follows:

Office of Logistics

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Office of Finance

Office of Computer  
Services

Full time  
Full time  
Full time  
Part time  
Part time  
Part time

Full time

Full time

3. Representatives of the Offices of Communications, Medical Services,  
ELINT, and the Technical Services Division have agreed to assist as necessary  
in areas of their particular responsibilities.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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*Received by  
AI 71-5 dtd 12/28/71*

MANAGEMENT  
1 June 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-8

### AVERAGE SALARY CONTROL SYSTEM

A memorandum dated 27 May 1965 from Mr. Kirkpatrick to all Deputy Directors on the subject of "Average Salary Control System" is reproduced below for your information.

"1. The Director of the Bureau of the Budget has concurred in the Agency's request to revise upward the average salary allowance level for Fiscal Year 1966. If administered judiciously, the established level should be sufficiently high to avoid a serious impact on the career development program of a maturing organization such as the Central Intelligence Agency. Since your representatives to the Financial Policy and Budget Committee have been kept apprised of the average salary problem in some detail, this memorandum will not attempt to reconstruct all of the facets involved either in developing the request for increase in the approved average salary level or developing a procedure for administering average salary control during the coming year. You should be aware of the following, however:

"a. The FPBC concurred in the proposal that, from an Agency point of view, average salary would be allocated and controlled on a 'grandfather' career service basis.

"b. The average salary level would be computed by an equal reduction of each 'grandfather' career service from its full T/O authorization.

"c. Each Deputy Director will possess the authority and have the assigned responsibility to control the average salary level of his subordinate career services within the authorized level of the 'grandfather' career service in any manner he may determine to be most efficient.

"d. The computation of authorized average salary levels, changes in the authorized levels and the monthly reporting of the level of average salary will be computer-based.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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"2. Due to the complicated procedures and heavy workload involved in writing the necessary computer programs and in preparing the input data, the issuance of 'grandfather' career service average salary levels will not be possible until sometime during the first quarter of Fiscal Year 1966. The Office of Personnel, however, will provide monthly actual average salary status reports by career service in order that the rate of change in average salary can be monitored during this interim period. In the meantime it is necessary for each Deputy Director to assure that a highly conservative promotion policy is implemented within those career services over which he exercises command control. Promotions resulting in an excessive rise in average salary now will merely result in an overly restrictive promotion policy when the computer information becomes available.

"3. At such time as the computer program becomes operational, more detailed information on the average salary control system will be provided. It is planned to furnish each Deputy Director with sufficient data to enable him to manage his 'grandfather' career service within assigned average salary levels. Meanwhile, if there are any questions, they should be directed to the Office of Budget, Program Analysis and Manpower or to those staff officers of your Directorate who have been kept apprised of the average salary control system proposal.

/s/Lyman B. Kirkpatrick  
Executive Director-Comptroller

Attachment: BOB Letter, 17 May 1965"

Also reproduced for your information is the attachment to the above memorandum:

"Dear Admiral Raborn:

"The Bureau has given careful consideration to Mr. McCone's letter of April 15, 1965, and to the data provided by your staff relating to the average salary of permanent employees of CIA during fiscal years 1965 and 1966. The Agency proposal that the average salary allowance of [ ] which was contained in Mr. Staats' letter of February 4, 1965, be revised, is in accord with the conditions for such an adjustment as stated in that letter. Accordingly,

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I wish to inform you that average salary levels for permanent employees of [ ] for fiscal year 1965 and [ ] for fiscal year 1966 are satisfactory. The other provisions of Mr. Staats' letter remain unchanged.

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Sincerely,

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[ ]

Director"

Further guidance and instructions will be issued pertaining to this subject.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

[ ]

EXECUTIVE OFFICER

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*Rescinded by  
A 71-5 dtd 12/28/71*

MANAGEMENT  
9 June 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-9

INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

REFERENCE: Memo dtd 17 May 65 to Deputy Directors fm DCI,  
same subject

1. Directors of Support Offices were issued copies of referenced memorandum on 18 May 1965.

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2. [ ] is designated to represent the Deputy Director for Support for the purpose of issuing appropriate instructions and coordinating the necessary planning and preparation which must be done now in anticipation of future crisis situations and to expedite support by the Support Directorate to the Operations Center during any crisis.

3. The Deputy Director for Support wishes to review by 18 June 1965 the plans required of each Support Office in anticipation of future crises. Will you, therefore, work with [ ] toward submission of your plans to the Deputy Director for Support by that date.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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[ ]  
EXECUTIVE OFFICER

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GROUP 1  
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downgrading and  
declassification



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*Rescinded by  
AT 65-17  
12 Oct 65*

MANAGEMENT  
14 June 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-10

COST REDUCTION AND MANAGEMENT  
IMPROVEMENT IN GOVERNMENT OPERATIONS

References: (a) Action Memo No. A-319 dtd 6 Dec 63 to multiple  
addressees fr DD CI, subj: "President's Memorandum  
on Government Economy"

(b) Action Memo No. A-411 dtd 18 Aug 64 to multiple  
addressees fr DCI, subj: "Economy Measures"  
(See DD/S Admin Notice No. 64-5 dtd 24 Aug 64)

1. The attached instructions require reports by all Support Offices.
2. The cost reduction plans for Fiscal Years 1966 and 1967 should be  
submitted to the Deputy Director for Support by 15 July 1965. The semi-  
annual progress reports should be submitted to the Deputy Director for Support  
by 15 January and 15 July of each year. (See paragraph 2 of Action Memorandum  
No. A-456, attached.)
3. Cost-savings actions for the last half of Fiscal Year 1965 (paragraph 3  
of Action Memorandum No. A-456) should be submitted to the Deputy Director  
for Support by 2 July 1965.

4. Questions may be referred to  extension

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

Attachment:

Action Memorandum No. A-456 dtd  
8 June 65 to multiple addressees fr  
Ex Dir-Compt, same subject w/att

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*Recorded by  
AT 72-4  
dtd 2/29/72*

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-11

PERSONNEL  
6 July 1965

## REORGANIZATION OF THE SUPPORT CAREER BOARD

### 1. Background

It has been almost a year since membership of the Support Career Board was changed to more adequately reflect the composition of the Support Career Service. Experience with the present career management structure indicates that a further change would provide an even better mechanism for ensuring that assignments, career planning and promotion consideration are accomplished effectively.

### 2. Support Career Board

The Support Career Board is hereby reconstituted. Henceforth, membership will be as follows:

- Chairman - A representative of the immediate Office of the Deputy Director for Support.
- Members - Directors of Support Offices with their Deputies as alternates.

### 3. Support Action Panel

In order that the Deputy Director for Support may have the advice and counsel of senior Support Officers knowledgeable of position requirements and of qualifications of personnel, there is hereby established a Support Action Panel constituted as follows:

- Chairman - A representative of the immediate Office of the Deputy Director for Support.
- Members - The Chiefs of Support of the Area Divisions of the Clandestine Services and representatives of the DD/I, DD/S&T and the Office of Communications.

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4. Responsibilities

a. The Support Career Board will:

- (1) Consider and make recommendations to the Deputy Director for Support on policy and major procedural matters as they may affect the Support Career Service.
- (2) Review on a continuing basis requirements for Support Officers at grades GS-15 and above as compared with availability of such officers and make recommendations regarding assignments to the Deputy Director for Support.
- (3) Perform a competitive evaluation of all Support personnel in grade GS-15, review the evaluations on Support personnel in grades GS-14 and below prepared by the Support Action Panel and make appropriate recommendations to the Deputy Director for Support.
- (4) Review and make recommendations on requests for extension of tours and for second tours, requests for transfer to the Support Career Service, conversion to Career Employee status, and other action matters concerning Support personnel in grades GS-15 and above.
- (5) Review and make recommendations to the Deputy Director for Support regarding the nominees of the several Support Services for Senior Schools.
- (6) Perform other personnel management functions as directed by the Deputy Director for Support.

b. The Support Action Panel will:

- (1) Review on a continuing basis requirements for Support Officers at grades GS-14 and below as compared with availability of such officers and make recommendations regarding assignments to the Support Career Board.
- (2) Perform an annual competitive evaluation of all Support personnel in grades GS-14 and below. The purposes of these evaluations are to rank personnel for promotion and for potential and to make appropriate recommendations to the Support Career Board.

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- (3) Review and make recommendations on requests for extension of tours and for second tours, requests for transfer to the Support Career Service, conversion to Career Employee status and other personnel matters concerning personnel in grades GS-14 and below.
- (4) Monitor the activities and recommendations of the Support Development Panel to ensure that matters of mutual concern to the two Panels and to the Support Career Board are properly coordinated when recommendations are submitted to the Deputy Director for Support. (Participants in the Support Development Program will continue to be administered by the Support Development Panel in accordance with DD/S Administrative Instruction No. 64-15 dated 20 November 1964.)
- (5) Perform other personnel management functions as directed by the Deputy Director for Support or the Support Career Board.

Panel members will not participate in any proceedings which involve contemplated actions concerning them as individuals, nor need members attend meetings when contemplated actions do not involve their areas of interest.

5. Procedures

- a. Recommendations of the Support Action Panel will be recorded in the form of minutes. The minutes will be forwarded to each member of the Support Career Board for concurrence or comment. Board members may offer any comments or suggestions deemed appropriate and may request that the Board be formally convened to consider any Panel recommendations.
- b. If no comments or suggestions are received within two working days, the Panel recommendations will be endorsed by the Chairman, Support Career Board, and will be forwarded to the Deputy Director for Support for action.

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R. L. Bannerman  
Deputy Director  
for Support

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*Received by  
A1 69-5, 19 Feb 69*

S-E-C-R-E-T

18 August 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-12

## INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

REFERENCE: Memo dtd 17 May 65 to DD/P, DD/S, DD/I, DD/S&T,  
and Deputy to the DCI for NIPE fr DCI, same subject

1. This Administrative Instruction contains plans of the Support Directorate for implementation during crisis situations.

### 2. Crisis Activation

The activation of all or any portion of the plans contained herein will be accomplished upon instructions of the Deputy Director for Support. Notification will be accomplished in accordance with the notification plan contained in DD/S Administrative Instruction No. 64-12. The Executive Officer to the Deputy Director for Support is designated as the senior DD/S Officer responsible for expediting Support Directorate support to the CIA Operations Center (OPSCEN).

### 3. General

Each Support Office Head is responsible for developing internal plans for the functioning of his office during crisis situations. These plans will include provisions for the following:

a. Rosters of Senior Officials designated to serve on duty 24 hours a day, 7 days a week in their respective offices.

b. Sufficient numbers of qualified personnel to operate on a task force basis for temporary duty both domestically and overseas. All task force designees must be kept in a constant state of readiness for prompt departure and this includes immunizations, passports, and medical and security readiness. Office Heads are responsible for ascertaining that the individuals selected by them have been cleared for TDY overseas.

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c. Upon activation, establishing liaison with the OPSCEN and the appropriate Area Division concerned.

d. The maintenance of a crisis telephone pattern for contacting both duty officers and task force designees after hours.

4. Office of Personnel

The Director of Personnel will:

a. Keep current lists of language and area specialists, communicators, intelligence generalists and others qualified either for TDY abroad or for temporary detail to the NMCC, State Operations Center, U. S. Military Forces or similar emergency assignments. Assignments will be met without regard to career designations.

b. Establish emergency processing service by the Central Processing Branch.

c. Establish an emergency capability for insurance coverage on individuals traveling.

d. Provide casualty services, if required.

e. Accomplish all administrative arrangements for personnel detailed to or from other agencies.

5. Office of Logistics

The Director of Logistics will:

Provide emergency logistical support including supplies, equipment, printing and graphic service, vehicles, food service, and motor pool service.

6. Office of Finance

The Director of Finance will:

Provide emergency financial support, including that necessary for transferring, depositing and disbursing funds 24 hours a day, 7 days a week.

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7. Office of Training

The Director of Training will:

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a. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

b. Provide any training support required.

8. Office of Security

The Director of Security will:

Provide security support including general security duty, emergency security patrols, audio countermeasures, polygraph support, physical security support, and [ ] support.

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9. Office of Medical Services

The Director of Medical Services will:

Provide medical support.

10. Office of Communications

The Director of Communications will:

a. Provide communications support to include all requirements included in the reference.

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b. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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[ ]  
EXECUTIVE OFFICER

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*Rescinded by  
AI 69-6-19 Feb 69*

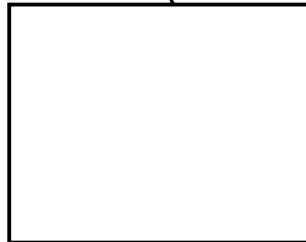
8 September 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-13

ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS

REFERENCE: DD/S Administrative Instruction No. 65-12 dtd 18 Aug 65

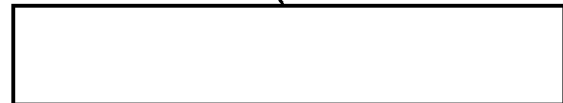
1. As provided in paragraph 3 of the reference, following is the roster of duty officers to man the Office of the DD/S on a 24-hour basis if required, and who should be ready for prompt departure on temporary duty in the United States or abroad:



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2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



EXECUTIVE OFFICER

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

*Rescinded by  
AI 71-5 dtd 12/28/71*

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MANAGEMENT  
11 October 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-14

### ORGANIZATION AND CEILING CONTROLS

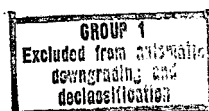
1. The Executive Director-Comptroller has recently clarified responsibilities and authorities of the Deputy Directors concerning changes in organization and shifts in manpower. Some of these changes are discretionary with the Deputy Directors and others require approval of the Executive Director-Comptroller or the Director of Central Intelligence.
2. All proposals involving changes in organization or reallocation of ceiling in the Support Directorate should be submitted to the Deputy Director for Support prior to implementation. The requests should contain justifications appropriate for the changes being proposed.
3. Office Heads of the Support Directorate may deal directly with the Office of Personnel on changes in position titles, job descriptions, and position reclassifications not involving changes in ceiling or organization.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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DD/S 65-4658

TRAVEL  
4 October 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-15

OVERSEAS TRAVEL OF SENIOR SUPPORT OFFICERS

*Resubmitted by*  
*AI 72-10*  
*std 10/26/72*

1. Because senior members of the Support Directorate are able to make only a limited number of TDY visits to overseas installations each year, an informal procedure has been devised to aid in extending the value that can be realized from each such trip. Under this procedure (a) special briefings will be arranged for the senior officers to acquaint them with Support activities at the stations and bases to be visited and (b) travel plans of senior officers will be reviewed periodically to coordinate their timing and to assure a proper geographic balance in the areas visited.
2. Senior Support officers will be expected to receive comments and observations from the Chiefs of Station on any aspect of Support interests and upon their return to Headquarters to report such comments, problems, and observations to the appropriate DD/S Offices for their attention or action. Senior officers will not take definitive action in areas outside their specialties.
3. Travel plans of senior officers will continue to be reported in semiannual forecasts which each office submits in May and November to the Special Support Assistant to the Deputy Director for Support. From these forecasts, the SSA-DD/S will determine what special briefings are desired for each senior officer and make the necessary arrangements for them. Each briefing schedule will include an appointment with the DD/S or the ADD/S.
4. The SSA-DD/S will also conduct periodic reviews of travel itineraries of senior officers completed during the preceding 24 months and, on the basis of travel performed and planned, will identify areas and installations which senior officers should be encouraged to add or delete from upcoming itineraries. In connection with this review, a primary objective will be the attempt to assure that, to the extent feasible, every overseas installation is visited by a senior Support officer at least every two years.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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*Rescinded by  
A171-5 dtd  
12/28/71*

MANAGEMENT  
12 October 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-17

COST REDUCTION AND MANAGEMENT  
IMPROVEMENT IN GOVERNMENT OPERATIONS

REFERENCE: Memo dtd 29 Jul 65 to Multiple Addressees fr C/BD/BPAM,  
subj: "Call for Office Budget Estimates, Fiscal Year 1967,  
Supplement No. 2"

1. DD/S Administrative Instruction No. 65-10 dated 14 June 1965  
titled "Cost Reduction and Management Improvement in Government  
Operations" is rescinded.

2. Cost Reduction Programs have been instituted in accordance with  
the policies outlined in Bureau of the Budget Circular No. A-44, revised,  
dated March 29, 1965. Instructions for submitting cost reduction plans and  
for quarterly reporting on the accomplishment of savings goals are contained  
in the reference.

3. Quarterly reporting on savings goals are to be submitted to the  
Office of Budget, Program Analysis, and Manpower by the tenth working day  
after the close of each quarter of the fiscal year. (See paragraph 3.e. of  
the reference.) Offices will transmit these reports to the Office of Budget,  
Program Analysis, and Manpower through the Deputy Director for Support  
by the fifth working day after the close of each quarter.

4. Questions may be referred to  extension

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

Attachment:  
Reference

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DD/S 65-5648

*Received by  
AI 71-5 dtd  
12/28/71*

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LIAISON  
26 November 1965

DD/S ADMINISTRATIVE  
INSTRUCTION No. 65-18

LIAISON AND CONTACTS WITH THE  
BUREAU OF THE BUDGET

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REFERENCE:  dtd 15 March 1965, same subject

1. Directors of Support Offices will ensure that the referenced Headquarters Notice is brought to the attention of all personnel within their Offices.

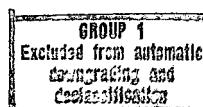
2. It is the responsibility of the Office of Planning, Programming, and Budgeting (O/PPB) to arrange meetings between representatives of the Bureau of the Budget and representatives of the Support Offices. A representative of the Office of Planning, Programming, and Budgeting must be present at such meetings.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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DD/S 66-4839

SECURITY

3 October 1966

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 66-2

DD/S EMERGENCY NOTIFICATION PLAN

Attached is the current DD/S Emergency Notification Plan which replaces Attachment 1 to DD/S Administrative Instruction No. 64-12, Instructions for Deploying the Initial Emergency Relocation Force.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

Attachment:  
Emergency Notification Plan

*Rescinded per DDS  
Admin. Assurance  
no. 67-2, dtd 17 May 67*

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*Rescinded by  
AT 71-5  
dtd 12/28/71*

ORGANIZATION  
30 September 1966

DD/S ADMINISTRATIVE  
INSTRUCTION No. 66-3

SUPPORT SERVICES STAFF

1. The Records Administration Staff, the Regulations Control Staff, and the Support Information Processing Staff have been transferred from the Immediate Office of the Deputy Director for Support and combined into a newly created Support Services Staff which will function as a separate Staff element in the Support Directorate.

2. At the same time, a new position has been created for the Support Information Processing Coordinator as authorized in

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3.  has been appointed Chief of the Support Services Staff. He has also been designated Information Processing Coordinator for the Support Directorate.

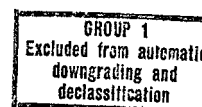
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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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DD/S 66-5319

*Recorded by  
AT 71-6  
dtd 12/28/71*

ORGANIZATION

DD/S ADMINISTRATIVE  
INSTRUCTION No. 66-4

ESTABLISHMENT OF SUPPORT SERVICES  
HISTORICAL BOARD

1. This Instruction establishes an Historical Board within the Support Services.
2. The Board will consist of a chairman and three senior officers from the Support Offices. The following officers will comprise the initial board:

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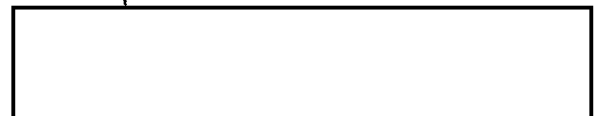


- Chairman  
- OC  
- OS  
- OTR

3. The Board will develop a program of histories to cover the Support Services, and will provide continuing guidance and review in the preparation of such histories. The end product should be a narrative, chronological history of the Support Services embracing monographs dealing with each Support Office, special activities, and unusual operations. The chairman will also be the point of contact for the Support Historical Board with the Historical Staff of the Office of the Director of Central Intelligence.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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*Rescinded by  
A 71-5 dtd  
12/28/71*

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TRAINING  
11 January 1967

DD/S ADMINISTRATIVE  
INSTRUCTION No. 67-1

### SUPPORT OFFICERS DEVELOPMENT PROGRAM

RESCISSION: DD/S Administrative Instruction No. 64-15, 20 November 1964

1. The Support Officers Development Program is a program to furnish each of the Support Career Services with well-trained junior officers subject to their needs. The Career Training Program is the primary source of candidates for the Support Officers Development Program and Heads of Support Career Services are encouraged to identify individuals whom they feel are qualified for and can benefit from participation.
2. Officers selected for this Program are given the opportunity to gain varied experience in order to identify their interests and to test their aptitudes with the goal of eventual transfer to one of the Support Career Services. However, the Program is flexible enough to accommodate interests of individual participants who may want to point their careers toward one of the Support specialties from the outset.
3. The Support Development Panel is responsible for the Support Officers Development Program. Members are selected from each of the Support Career Services. The Support Development Panel recommends to the Deputy Director for Support assignments and other actions for the support and administration of this Program.
4. Participants will be given assignments to provide them with the broadest possible base of experience for their rapid development. Overseas experience at a small post is considered one of the most effective means of offering a broad base of experience in all facets of Support activity and normally will be planned for the early phases of the Program. However, it should be noted that overseas service of this type may not be available or may not be realistic for every participant. Each Career Service will be responsible for ensuring that the assignment of an individual within that Service is such that he will have an opportunity to make maximum contribution to functions of the Service commensurate

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GROUP 1 Excluded from automatic downgrading and declassification
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with his grade and experience and consistent with the long-range objectives of the Program. In this connection, it is not necessarily intended that the participant become a technical expert in the function of any given Career Service, but that he should develop a familiarity and a broad base of experience within the Service as a whole. Assignments should be active and productive, but production in comparison with that of experienced technicians should not be the only yardstick of measuring "productive performance."

5. Participants will be assigned to established positions either at headquarters or in the field. All participants are given "SD" (Support Development) career designations. At the conclusion of the officer's developmental training and experience under this Program, usually within four to six years, he will be given the service designation of one of the Support Career Services. Determination of Career Service affiliation will be made with due consideration for the interests of the individual officer as well as the needs of the Support Services. These determinations will be approved by the Deputy Director for Support upon recommendation of the Support Development Panel.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

  
EXECUTIVE OFFICER

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*Rescinded by  
AI 69-2  
dated 10 Feb 69*

SECURITY  
17 May 1967

DD/S ADMINISTRATIVE  
INSTRUCTION No. 67-2

INSTRUCTIONS FOR DEPLOYING THE INITIAL EMERGENCY  
RELOCATION FORCE

RESCISSION: DD/S Administrative Instruction No. 64-12, 16 September 64  
DD/S Administrative Notice No. 65-2, 3 December 65  
DD/S Administrative Notice No. 66-1, 1 March 66  
DD/S Administrative Instruction No. 66-2, 3 October 66

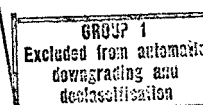
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1. The Initial Emergency Relocation Force may be deployed to  
 one of the following conditions:

- a. Upon public announcement by the President directing the relocation of personnel of the Executive Branch having essential wartime functions, or
- b. Upon orders by the Director of Central Intelligence or by a Deputy Director speaking on his behalf, or
- c. Upon the sounding by civil defense authorities of the Attack Warning Signal, which consists of a 3- to 5-minute wavering tone on outside public warning devices or sirens, or short blasts on horns or other warning devices within buildings, or
- d. Upon receipt of notification of the declaration of Defense Readiness Condition (DEFCON) 1, or
- e. As soon after an actual enemy attack without any warning signal as local authorities permit travel.

2. When orders are issued under 1b above, the attached notification plan will be used. (See Attachment 1) In the event that any individual to be contacted cannot be located, it is the responsibility of each person in column 1 to notify the individual's Deputy or other appropriate persons on the Initial Emergency Relocation Roster.

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3. Advance parties of the Initial Emergency Relocation Force, in size up to 25 per cent of its total strength, will be deployed to the emergency relocation site [ ] upon receipt of notification of the existence of DEFCON 2. The exact size and content of such advance parties will depend upon the situation at the time.

4. The Head of each Office or Staff is responsible for establishing an expeditious means for notifying Emergency Force personnel of their respective components, for maintaining current rosters and transportation arrangements to the relocation site, and for designating an advance cadre of his Initial Emergency Relocation Force to move to the relocation center when directed by the Deputy Director for Support. In notifying members of the Initial Emergency Relocation Force by unprotected means of communication, the appropriate DEFCON term will be used (See Attachment 2).

5. Each person in column 2 of the notification plan is responsible for notifying the appropriate person in column 1 of any change in his telephone numbers and for furnishing or obtaining his own private transportation.

6. The attached plan has been approved by the Deputy Director for Support and is effective upon receipt.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

[ ]

0 EXECUTIVE OFFICER

Attachments:

Att 1: Emergency Notification Plan

Att 2: DEFCON System

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DD/S 67-3974

*Recorded by  
AN 76-28  
dtg 12/28/76*

SECURITY  
11 December 1967

DD/S ADMINISTRATIVE  
INSTRUCTION No. 67-3

CONTROL OF CLASSIFIED DOCUMENTS  
AND RELATED MATTERS

1. This instruction implements recommendations approved by the Executive Director-Comptroller resulting from a study by the Inspector General of the Control of Classified Documents and Related Matters.

2. For the purposes of this instruction, the following definitions will be used:

a. Document - an official paper classified by this Agency, by another department or agency of the United States Government, or by any foreign government whose security restrictions and classifications we accept.

b. Component - any section, branch, or other organizational subdivision that has its own receiving and routing system to comply with   SECRET AND CONFIDENTIAL LOGS.

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c. Producing Component - the originator of a document that has been disseminated to other CIA components or other U.S. departments or agencies under a numbering system, regular series or special distribution.

3. The Head of each Office of the Support Services will ensure that the head of each component under his jurisdiction:

a. Designates one point to which all documents will be delivered.

b. Designates one or more of his staff employees who are authorized to receive and route documents delivered from a producing component or repository.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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c. Informs the employee or employees so designated of the identity of all non-staff employees in his component.

d. Delegates to the employee responsible for routing or delivery, the responsibility for obtaining the approval from non-staff employees' supervisors of the non-staff employees' need-to-know, for either specific documents or categories of documents within which they fall.

4. The Director of Security will be responsible for name-checking each non-staff employee and contract or career agent, who has formerly been a staff employee, with the DDP/RI. Requests for these name checks should be routed through DDP/CI. Any information found that would affect the current or future assignment of the employee should be brought to the attention of the interested Office Head.


5. The Head of each Office will also ensure that:

a. Any name-check or other information found that would affect the current or future assignment of the employee is brought to the attention of the Deputy Director for Support.

b. Such information is incorporated in the contract or agent file in order that it will be considered before any future personnel action.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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*Rescinded by  
AN 76-20  
dtd 12/28/76  
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SECURITY  
11 December 1967

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 67-4

FURNISHING INFORMATION TO

LIAISON COUNTERPARTS OF OTHER AGENCIES

1. PURPOSE

This instruction provides guidelines for carrying out the principle recommended by CODIB and endorsed by USIB on 14 August 1967 that the liaison staffs of the USIB agencies be permitted to exchange such telephone directories, organizational charts, listings of key personnel, and handbooks as are needed by analysts whom they serve to identify sources of information and appropriate analysts in other agencies.

2. AGENCY POLICY

It is the policy of CIA to furnish liaison staffs of other agencies sufficient reference material, on a strict need-to-know basis, for them to perform their liaison duties in an efficient and expeditious manner. Such material will not exceed a limited list of names and organizational charts on a case-by-case basis.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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3. POLICY IMPLEMENTATION BY THE SUPPORT SERVICES

The release by Support Offices of the reference materials described above to non-CIA elements requires prior approval of the Deputy Director for Support. Any member of the Support Services who receives a request from another Agency for such material will refer the request to his Office Head who will transmit it, with his recommendations, through the Director of Security to the Deputy Director for Support for appropriate action.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

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DD/S 69-0149

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*Rescinded by  
AN 76-20 dtd 12/28/74*

PUBLICATIONS  
10 January 1969

DD/S ADMINISTRATIVE  
INSTRUCTION No. 69-1

ADMINISTRATIVE ISSUANCES

REFERENCE: DD/S Administrative Instruction No. 64-1, 6 February 1964

1. In order to bring the Administrative Issuances of the Support Directorate up to date, the following are hereby rescinded:

- a. DD/S Administrative Instruction 64-4, 25 March 1964;  
Reorientation in Supervisory Responsibilities.
- b. DD/S Administrative Instruction 64-5, 6 April 1964;  
Reorientation in Supervisory Responsibilities.
- c. DD/S Administrative Instruction 64-6, 1 June 1964;  
Reorientation in Supervisory Responsibilities.
- d. DD/S Administrative Instruction 64-10, 28 July 1964;  
Reduction in On-Duty Strength Levels.
- e. DD/S Administrative Instruction 64-13, 25 September 1964;  
Fiscal Year 1965 Programming.

2. All DD/S Administrative Notices have an expiration date one year from the date of issuance unless indicated otherwise.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

Distribution:

- ✓Orig - DD/S Subject
- 1 - DD/S Chrono
- 1 - Ea Office Head: D/CO, D/F, D/L, DMS, D/Pers, D/S, D/TR, C/SSS
- 1 - DD/S C-O-N-F-I-D-E-N-T-I-A-L
- 1 - ADD/S
- 1 - EO-DD/S
- 1 - Ea RAB/SSS & RCB/SSS
- 1 - SSA-DD/S
- 1 - Ea C/SOS, C/Plans Staff & C/Career Mgt & Training Staff

S-E-C-R-E-T

*Rescinded by AI 71-6  
dtg 12/28/91*

SECURITY

10 February 1969

DD/S ADMINISTRATIVE  
INSTRUCTION No. 69-2INSTRUCTIONS FOR DEPLOYING THE INITIAL EMERGENCY  
RELOCATION FORCE

RECISSION: DD/S Administrative Instruction No. 67-2, 17 May 1967

1. For the guidance of principals and alternates on the Initial Emergency Relocation Force Roster, the current procedures for deploying the Force are set forth below.

25X1

2. The Initial Emergency Relocation Force may be deployed to  one of the following conditions:

a. Upon public announcement by the President directing the relocation of personnel of the Executive Branch having essential wartime functions, or

b. Upon orders by the Director of Central Intelligence or by a Deputy Director speaking on his behalf, or

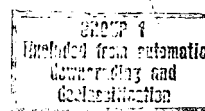
c. Upon the sounding by civil defense authorities of the Attack Warning Signal, which consists of a 3- to 5-minute wavering tone on outside public warning devices or sirens, or short blasts on horns or other warning devices within buildings, or

d. Upon receipt of notification of the declaration of Defense Readiness Condition (DEFCON) 1, or

e. As soon after an actual enemy attack without any warning signal as local authorities permit travel.

3. When orders are issued under <sup>2b</sup> above, the attached notification plan will be used. (See Attachment 1.) In the event that any individual to be contacted cannot be located, it is the responsibility of each person in column 1 to notify an appropriate alternate on the Initial Emergency Relocation Roster.

S-E-C-R-E-T



S-E-C-R-E-T

4. Advance parties of the Initial Emergency Relocation Force, in size up to 25 per cent of its total strength, will be deployed to the emergency relocation site [ ] upon receipt of notification of the existence of DEFCON 2. The exact size and content of such advance parties will depend upon the situation at the time.

25X1

5. The Head of each Office or Staff is responsible for establishing an expeditious means for notifying Emergency Force personnel of their respective components, for maintaining current rosters and transportation arrangements to the relocation site, and for designating an advance cadre of his Initial Emergency Relocation Force to move to the relocation center when directed by the Deputy Director for Support. In notifying members of the Initial Emergency Relocation Force by unprotected means of communication, the appropriate DEFCON term will be used (See Attachment 2).

6. Each person in column 2 of the notification plan is responsible for notifying the appropriate person in column 1 of any change in his telephone numbers and for furnishing or obtaining his own private transportation. Alternates in the Office of the DD/S should report changes to the DD/S Senior Emergency Planning Officer.

7. The attached plan has been approved by the Deputy Director for Support and is effective upon receipt.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X1

[ ]  
EXECUTIVE OFFICER

Attachments:

Att 1: Emergency Notification Plan

Att 2: DEFCON System

Distribution:

- ✓ Orig - DD/S Subject
- 1 - DD/S Chrono
- 1 - ea Office Head: D/CO, D/F, D/L, DMS, D/Pers, D/S, DTR, C/SSS
- 1 - DD/S
- 1 - A-DD/S
- 1 - EO-DD/S
- 1 - SSA-DD/S
- 1 - ea Records Admin S-E-C-R-E-T & Regs Control Br.
- 1 - SA-DD/S (ea [ ])
- 1 - ea C/SOS, C/Plans Staff & C/Career Mgt & Training Staff
- 1 - ea Principal & Alternate listed

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O-0  
DD/S 69-0667

S-E-C-R-E-T

*Revised by  
AI 69-1 dtd 25h. 69*

LOGISTICS

11 February 1969

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 69-3

## TRANSPORTATION DURING SNOW EMERGENCIES

REFERENCE: Memo dtd 5 September 68 to Directors of Support Offices  
fr SPA-DD/S; Subject: "Changes in the Critical Key  
Employee List for Official Home-Area-to-Work  
Transportation During Snow Emergencies"

1. The referent memorandum requested a current listing of critical key employees and a single point of contact in each Office concerning implementation of the snow emergency plan. The attached notification plan will be used when private and public transportation are at a standstill during an officially declared snow emergency.

2. Any changes in the name of the single point of contact or the telephone number of those persons listed in column two of the plan should be reported to the DD/S Senior Emergency Planning Officer.

3. Since snow emergencies requiring home area-to-work transportation will arise during non-working hours, it is suggested that all critical key employees have available at home the pertinent information concerning the Winter 1968-1969 Pickup Points and Routes.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X1

  
EXECUTIVE OFFICER

Attachment:

Snow Emergency Notification Plan

S-E-C-R-E-T

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

**Page Denied**



*rescinded by  
AN 76-20  
dtd 12/28/76*

S-E-C-R-E-T

OPERATIONS  
19 February 1969

DD/S ADMINISTRATIVE  
INSTRUCTION No. 69-4

SUPPORT SERVICES IN EMERGENCY SITUATIONS

25X1

REFERENCE: (a) Headquarters Regulation  dtd 15 March 1967;  
subj: CIA Alert System for Critical Intelligence

(b) DD/S Administrative Instruction No. 69-5 dtd  
19 February 1969; subj: Intelligence Support in  
Crisis Situations

1. This Administrative Instruction formalizes the requirement for the establishment of on-call duty officer procedures to deal with emergency situations requiring action from the Support Services.

2. Reference Regulation defines "on-call officials," and provides that they should keep the CIA Operations Center informed of their whereabouts at all times. The Regulation also requires these on-call officials to establish on-call systems within their respective areas so that immediate action may be taken when required.

3. Emergency situations involving employees, activities, overseas requirements, and similar matters, occur from time to time. It is imperative that personnel who are made aware of these emergency situations be able to contact appropriate officers in the various Support Offices so that necessary direct action may be taken.

4. Each Office Head should review periodically his current procedures for the handling of emergencies, and amplify or revise such procedures, where necessary, in order to insure that appropriate action officers within his area of responsibility may be contacted after duty hours, on weekends, and holidays. The names, telephone numbers, and tours of on-call duty of these action officers should be furnished on a continuing basis to the CIA Operations Center, the Cable Secretariat, and the Office of Security.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X1

EXECUTIVE OFFICER

S-E-C-R-E-T

S-E-C-R-E-T

OPERATIONS  
19 February 1969

*Rescinded by  
A1 71-1 dtd  
7 January 1971*  
DD/S ADMINISTRATIVE  
INSTRUCTION No. 69-5

INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

RESCISSION: DD/S Administrative Instruction No. 65-12

1. This Administrative Instruction contains plans of the Support Directorate for implementation during crisis situations.

2. Crisis Activation

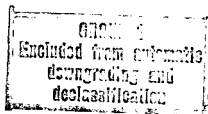
The activation of all or any portion of the plans contained herein will be accomplished upon instructions of the Deputy Director for Support. Notification will be accomplished in accordance with the notification plan contained in DD/S Administrative Instruction No. 69-2. The Executive Officer to the Deputy Director for Support is designated as the senior DD/S Officer responsible for expediting Support Directorate support to the CIA Operations Center (OPSCEN).

3. General

Each Support Office Head is responsible for developing internal plans for the functioning of his office during crisis situations. These plans will include provisions for the following:

- a. Rosters of Senior Officials designated to serve on duty 24 hours a day, 7 days a week in their respective offices.
- b. Sufficient numbers of qualified personnel to operate on a task force basis for temporary duty both domestically and overseas. All task force designees must be kept in a constant state of readiness for prompt departure, and this includes immunizations, passports, and medical and security readiness. Office Heads are responsible for ascertaining that the individuals selected by them have been cleared for TDY overseas.
- c. Upon activation, establishing liaison with the OPSCEN and the appropriate Area Division concerned.
- d. The maintenance of a crisis telephone pattern for contacting both duty officers and task force designees after hours.

S-E-C-R-E-T



S-E-C-R-E-T

4. Office of Personnel

The Director of Personnel will:

a. Assist in determining persons qualified either for TDY abroad or for temporary detail to National Military Command Center, State Operations Center, U. S. Military Forces or similar emergency assignments by maintaining a Qualifications Register from which lists of language and area specialists, communicators, intelligence generalists and others may be promptly prepared.

b. Establish emergency processing service by the Central Processing Branch.

c. Establish an emergency capability for insurance coverage on individuals traveling.

d. Provide casualty services, if required.

e. Accomplish all administrative arrangements for personnel detailed to or from other agencies.

5. Office of Logistics

The Director of Logistics will:

Provide emergency logistical support including supplies, equipment, printing and graphic service, vehicles, food service, and motor pool service.

6. Office of Finance

The Director of Finance will:

Provide emergency financial support, including that necessary for transferring, depositing and disbursing funds 24 hours a day, 7 days a week.

S-E-C-R-E-T

7. Office of Training

The Director of Training will:

25X1

a. Prepare and keep current instructions for activating  
[ ] a reception center for the accommodation of  
employees and their dependents who may be evacuated from  
overseas areas.

b. Provide any training support required.

8. Office of Security

The Director of Security will:

Provide security support including general security duty,  
emergency security patrols, audio countermeasures, polygraph  
support, physical security support, and [ ]  
support.

25X1

9. Office of Medical Services

The Director of Medical Services will:

Provide medical support.

10. Office of Communications

The Director of Communications will:

a. Provide communications support.

25X1

b. Prepare and keep current instructions for activating  
[ ] a reception center for the accommodation of employees  
and their dependents who may be evacuated from overseas areas.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X1

[ ]  
EXECUTIVE OFFICER

25X1

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*Reviewed by  
AS 711 dtd  
1/16/90*

S-E-C-R-E-T

OPERATIONS  
19 February 1969

DD/S ADMINISTRATIVE  
INSTRUCTION No. 69-6

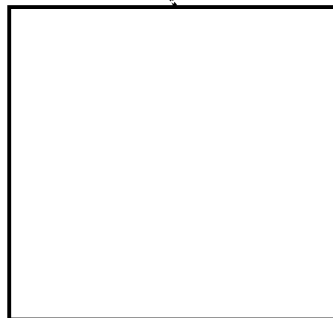
ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS

REFERENCE: DD/S Administrative Instruction No. 69-5 dtd 19 February 1969

RECISSION: DD/S Administrative Instruction No. 65-13 dtd 8 September 1965

1. As provided in paragraph 3 of the reference, following is the roster of duty officers to man the Office of the DD/S on a 24-hour basis if required, and who should be ready for prompt departure on temporary duty in the United States or abroad:

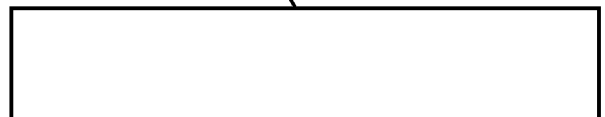
25X1



2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

25X1

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



EXECUTIVE OFFICER

Distribution:

- ✓Orig - DD/S Subject
- 1 - DD/S Chrono
- 1 - ea Office Head: D/CO, D/F, D/L, DMS, D/Pers, D/S, DTR & C/SSS
- 1 - ea Records Admin Br. & Regs Control Br.
- 1 - DD/S
- 1 - A-DD/S
- 1 - EO-DD/S
- 1 - SSA-DD/S
- 1 - ea SA-DD/S
- 1 - ea C/SOS, C/Plans Staff & C/Career Mgt. & Training Staff
- 1 - MRW
- 1 - DD/S Duty Book
- 1 - ea Principal Listed

25X1

S-E-C-R-E-T

S-E-C-R-E-T

*Rescinded by  
A170-8, 9 Nov 70*

LOGISTICS  
25 November 1969

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 69-7

TRANSPORTATION DURING SNOW EMERGENCIES

RESCISSION: DD/S Administrative Instruction 69-3, dated 11 February 1969

1. Referent memorandum transmitted the current schedule of bus routes and pickup points for key employees requiring official transportation during snow emergencies. The attached notification plan will be used during such an officially declared snow emergency.

2. Any changes in the name of the single point of contact or telephone number of those persons so designated should be reported to the DD/S Senior Emergency Planning Officer.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



EXECUTIVE OFFICER

Attachment:  
Snow Emergency Notification Plan

25X

S-E-C-R-E-T

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~~SECRET~~*Rescinded by**attachment 1 to AI 71-1 dtd 11/7/71*

OPERATIONS  
16 January 1970

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-1

# ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS

REFERENCE: DD/S Administrative Instruction No. 69-5 dtd 19 February 1969

RECISION : DD/S Administrative Instruction No. 69-6 dtd 19 February 1969

1. As provided in paragraph 3 of the reference, following is the roster of duty officers to man the Office of the DD/S on a 24-hour basis if required, and who should be ready for prompt departure on temporary duty in the United States or abroad:

Name

Office

Home

25X1

--

2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

25X1

## Distribution:

✓ Orig - DD/S Subject

1 - DD/S Chrono

1 - ea Office Head: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR & C/SSS

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - SSA-DD/S

1 - SA-DD/S

1 - ea C/SOS, C/PS & C/Career Mgt & Trng Staff

1 - MDM

1 - DD/S Duty Book

1 - ea Principal Listed

25X1

Rescinded by  
A# 71-3  
dtd 12/28/71

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-2

1. Many times the DD/S Diary Notes reveal that the DD/S has asked an Office Head or others in his components to take some action, research some problem or other matters which the DD/S should record and follow up. In order to obtain a regular reporting on the status of these items, the Executive Officer will extract them from the Diary Notes and assign responsibility for follow up to a staff section of the office of the DD/S.

FOR THE DEPUTY DIRECTOR/ FOR SUPPORT:

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EXECUTIVE OFFICER

Orig - DD/S Subject  
1 - DD/S Chrono

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[illegible]

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PERSONNEL  
20 February 1970

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*Received by  
AN 76-30  
DTD 12/28/76*  
DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-4

### OVERTIME WORK

25X1

1. PURPOSE. This Instruction supplements  which gives general Agency policy on overtime and related authorities and responsibilities.

2. AUTHORIZATION OF IRREGULAR OR OCCASIONAL OVERTIME. Irregular or occasional overtime may be authorized by Office Heads and their general Deputies, the Executive Officer to the DD/S, the Special Support Assistant to the DD/S, and the Chief of the Support Services Staff. This authority may be further delegated only by the Deputy Director for Support. Should there be a need for further delegation, a request including reasons should be sent to the DD/S. Authorizing officials are responsible for ensuring that certifications on time and attendance reports authorizing compensation for overtime are made only by themselves.

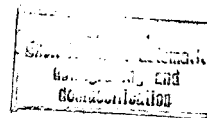
3. APPROVAL OF REGULARLY SCHEDULED OVERTIME. A request for the approval of regularly scheduled overtime will be signed by the Office Head and sent to the Deputy Director for Support for approval. It should specify the schedule on which the overtime would be worked, the beginning and ending dates of the period for which approval is requested, and a justification. After DD/S approval has been given, the certification on the time and attendance reports of the individual(s) concerned that the overtime has been authorized for compensation (actual payment or credit of compensatory time) will be by the appropriate authorizing official designated by or in accordance with paragraph 2 above.

4. ANNUAL PREMIUM PAY. A request for the payment of annual premium pay for individual cases will be forwarded through the Deputy Director for Support, who must concur, to the Director of Personnel, who must approve. It should name the employee(s) concerned, state the proposed rate and effective date, and explain why annual premium pay is justified and the basis for the rate proposed. After annual premium pay has been approved, it is payrolled automatically. There is no need for time and attendance reports to show the overtime hours worked but they must carry a certification by an authorizing official designated by or under the provisions of paragraph 2 above that payment of the premium pay continues to be justified. The Office Head or Staff Chief is responsible for promptly notifying the Director of Personnel, with a copy to the Deputy Director for Support, when annual premium pay should be stopped or the rate reduced.

25X1

JOHN W. COFFEY  
ACTING DEPUTY DIRECTOR FOR SUPPORT

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~~CONFIDENTIAL~~

*Revised by  
AN 76-26  
dtd - 12/28/76*

TRAINING  
22 June 1970

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-5

APPROVAL OF FULL-TIME ACADEMIC TRAINING ✓

1. On 11 June 1970 the Executive Director-Comptroller delegated authority to the Deputy Director for Support and the Assistant Deputy Director for Support to approve full-time academic training for employees in the Support Directorate. This authority cannot be redelegated.

2. The guidelines listed below are to be applied by Office Heads in considering sponsorship of academic training:

a. In recommending an individual for full-time academic training or for other external training programs, the prime criterion to be considered is the benefit that will accrue to the Agency by increasing the capabilities of that individual.

b. Employees should not be selected solely for the purpose of obtaining one or more academic degrees or for the purpose of obtaining a degree in order to qualify for a particular assignment (Government Employees Training Act, 1958).

c. As stated in Agency regulation   full-time academic training may be provided for those individuals:

25X1

(1) who are qualified to meet the entrance requirements of the institution or training facility involved and the objectives of the proposed training;

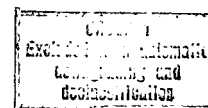
(2) who have served at least one year of current, continuous civilian service in Government;

(3) whose proposed training will satisfy an Agency need by increasing capabilities to perform a current duty assignment effectively or by preparing the individual for projected duty assignments requiring additional skills or responsibilities;

(4) for whom it is desirable that the Agency underwrite such training because the benefits gained correlate with the costs;

(5) who intend to continue in the service of the Agency and whose use within the Agency upon completion of the training has been determined by the Career Service concerned; and

~~CONFIDENTIAL~~



CONFIDENTIAL

(6) whose attendance will not endanger operations or cover with which the individual is or has previously been associated.

d. In special cases, full-time academic training may justifiably serve the purpose of a sabbatical year even though such training is not strongly relevant to an individual's present or projected assignment. Career officers in the age range of 30 to 50 years with at least seven years' Agency service could be considered eligible for such a sabbatical.

e. Employees selected for full-time academic training of three months or more are required to sign an agreement to continue in service with the Agency for a period, dating from conclusion of the training program, of three times the duration of the training but no less than one year. A determination must be made that the employee who is sponsored for such training will in fact continue in service with the Agency.

f. Requests for full-time academic training for individuals who are under cover, or for whom cover arrangements are required, will be forwarded through the Chief, Central Cover Staff.

g. In all cases, those individuals sponsored for academic training should be promising employees who are strong performers and who have demonstrated potential for future growth and development.

3. Request for approval shall be submitted on Form 136, Request for Training at Non-CIA Facility, accompanied by a memorandum from the Office Head to the DD/S outlining the circumstances in accordance with the guidelines listed in paragraph 2.

25X1

[REDACTED]  
R. L. BANNERMAN  
DEPUTY DIRECTOR  
FOR SUPPORT

Distribution:

Orig - DD/S Subject

1 - DD/S Chrono

1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - Ea: DD/S, ADD/S, EO-DD/S

1 - Ea: SSA-DD/S, SA-DD/S

1 - Ea: C/SSS, C/RCB, C/RAB

1 - Ea: C/SOS, C/PS, CMO-DD/S, [REDACTED]

25X1

CONFIDENTIAL

SECRET

Declassified by AI 70-7  
dated 27 Sep 70

PERSONNEL  
25 September 1970

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-6

DELEGATION OF AUTHORITY

-- SERVICE ABROAD AGREEMENT

25X1

Reference:



1. Heads of Support Career Services are hereby authorized to approve for the Deputy Director for Support for their respective careerists:

a. The designation of a permanent place of residence (item 5, Form 3154).

b. The designation of a home leave point (item 9, Form 3154).

2. Heads of Support Career Services are hereby authorized to concur for the Deputy Director for Support for their respective careerists:

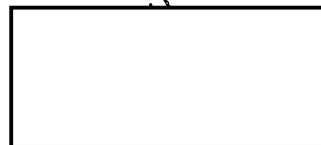
a. The designation of another permanent place of residence (item 6, Form 3154).

b. The designation of another home leave point (item 10, Form 3154).

3. The above authorities relating to designation of permanent place of residence may be redelegated to appropriate subordinate management echelons. Authorities relative to designation of another home leave point may be redelegated only to a single senior subordinate.

25X1

4. The Special Support Assistant to the Deputy Director for Support is hereby authorized to concur for the Deputy Director for Support for all Support careerists in the establishment of nonstandard tours of duty (item 11c, Form 3154).



JOHN W. COFFEY  
Acting Deputy Director  
for Support

Distribution:

Orig - DD/S Subject

1 - DD/S Chrono

1 - Ea DD/S Office Head

1 - DD/S

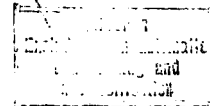
1 - ADD/S

1 - SSA-DD/S

1 - EO-DD/S, SA-DD/S, C/SOS, C/PS, CMO-DD/S

1 - C/SSS, C/RCB, C/RAB

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DD/S ADMINISTRATIVE  
INSTRUCTION NO. 70-7

PERSONNEL  
29 September 1970

DELEGATION OF AUTHORITY--SERVICE ABROAD AGREEMENT

Rescission: DD/S Admin Instruction 70-6, dtd 25 Sept 70 (please destroy)

25X1

Reference ;

1. Heads of Support Career Services are hereby authorized to approve for the Deputy Director for Support for their respective careerists:

a. The designation of a permanent place of residence (item 5, Form 3154).

b. The designation of a home leave point (item 9, Form 3154).

2. Heads of Support Career Services are hereby authorized to concur for the Deputy Director for Support for their respective careerists:

a. The designation of another permanent place of residence (item 6, Form 3154).

b. The designation of another home leave point (item 10, Form 3154).

3. The authorities specified in paragraph 1 above may be redelegated to appropriate subordinate management echelons. Authorities specified in paragraph 2 may be redelegated only to a single senior subordinate.

4. The Special Support Assistant to the Deputy Director for Support is hereby authorized to concur for the Deputy Director for Support for all Support careerists in the establishment of nonstandard tours of duty (item 11c, Form 3154).

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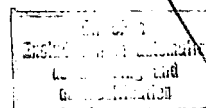
JOHN W. COFFEY  
Assistant Deputy Director  
for Support

STAT

Distribution:

- Orig - DD/S Subject
- 1 - DD/S Chrono
- 1 - Ea DD/S Office Head
- 1 - DD/S
- 1 - ADD/S
- 1 - SSA-DD/S
- 1 - EO-DD/S, SA-DD/S, C/SOS, C/PS, CMO-DD/S
- 1 - C/SSS, C/RCB, C/RAB

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SECRET

*Rescinded by  
AI 71-2 - 9 Nov 71*

LOGISTICS

9 November 1970

DD/S ADMINISTRATION  
INSTRUCTION NO. 70-8

TRANSPORTATION DURING SNOW EMERGENCIES

REFERENCE: Memo dtd 25 Sept 67 to Directors of Support Offices  
fr DD/S, subj: Plan for Emergency Situations in  
the Hqs Area

RESCISSION : DD/S Administrative Instruction No. 69-7, dated 25 Nov 1969

1. In accordance with paragraph III E of reference, the Office of Logistics will provide official transportation for critical key employees during officially declared snow emergencies when private and public transportation cannot operate. The attached notification plan will be used during such an officially declared snow emergency.
2. Changes in the name of the single point of contact for each Office or changes in the name or telephone number of those persons listed in the contact plan should be reported to the DD/S Senior Emergency Planning Officer.
3. Since snow emergencies requiring home area-to-work transportation will arise during non-working hours, it is suggested that designated key employees have available at home the pertinent information concerning the Winter 1970 - 1971 Pickup Points and Routes.



EXECUTIVE OFFICER

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Att:  
Snow Emergency Notification Plan

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S E C R E T

*Rescinded by AT 71-4  
dtd 12/28/71*

OPERATIONS  
7 November 1970

DD/S ADMINISTRATIVE  
INSTRUCTION No. 71-1

### INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

RECISSION: DD/S Administrative Instruction No. 69-5 dtd 19 February 1969  
DD/S Administrative Instruction No. 70-1 dtd 16 January 1970

1. This Administrative Instruction contains plans of the Support Directorate for implementation during crisis situations.

#### 2. Crisis Activation

The activation of all or any portion of the plans contained herein will be accomplished upon instructions of the Deputy Director for Support. Notification will be accomplished in accordance with the notification plan contained in Attachment 2 to this Instruction. The Executive Officer to the Deputy Director for Support is designated as the senior DD/S Officer responsible for expediting Support Directorate support to the CIA Operations Center (OPSCEN).

#### 3. General

Each Support Office Head is responsible for developing internal plans for the functioning of his office during crisis situations. These plans will include provisions for the following:

- a. Rosters of Senior Officials designated to serve on duty 24 hours a day, 7 days a week in their respective offices.
- b. Sufficient numbers of qualified personnel to operate on a task force basis for temporary duty both domestically and overseas. All task force designees must be kept in a constant state of readiness for prompt departure, and this includes immunizations, passports, and medical and security readiness. Office Heads are responsible for ascertaining that the individuals selected by them have been cleared for TDY overseas.
- c. Upon activation, establishing liaison with the OPSCEN and the appropriate Area Division concerned.

S E C R E T

S E C R E T

d. The maintenance of a crisis telephone pattern for contacting both duty officers and task force designees after hours.

4. Office of Personnel

The Director of Personnel will:

a. Assist in determining persons qualified either for TDY abroad or for temporary detail to National Military Command Center, State Operations Center, U. S. Military Forces or similar emergency assignments by maintaining a Qualifications Register from which lists of language and area specialists, communicators, intelligence generalists and others may be promptly prepared.

b. Establish emergency processing service by the Central Processing Branch.

c. Establish an emergency capability for insurance coverage on individuals traveling.

d. Provide casualty services, if required.

e. Accomplish all administrative arrangements for personnel detailed to or from other agencies.

5. Office of Logistics

The Director of Logistics will:

Provide emergency logistical support including supplies, equipment, printing and graphic service, vehicles, food service, and motor pool service.

6. Office of Finance

The Director of Finance will:

Provide emergency financial support, including that necessary for transferring, depositing and disbursing funds 24 hours a day, 7 days a week.

S E C R E T

7. Office of Training

The Director of Training will:

25X1

a. Prepare and keep current instructions for activating  
[ ] a reception center for the accommodation of  
employees and their dependents who may be evacuated from  
overseas areas.

b. Provide any training support required.

8. Office of Security

The Director of Security will:

Provide security support including general security duty,  
emergency security patrols, audio countermeasures, polygraph  
support, physical security support, and [ ]  
support.

25X

9. Office of Medical Services

The Director of Medical Services will:

Provide medical support.

10. Office of Communications

The Director of Communications will:

a. Provide communications support.

25X1

b. Prepare and keep current instructions for activating  
[ ] a reception center for the accommodation of employees  
and their dependents who may be evacuated from overseas areas.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X

[ ]

EXECUTIVE OFFICER

S E C R E T

S-E-C-R-E-T

OPERATIONS  
14 July 1971

ATTACHMENT 1 to DD/S  
ADMINISTRATIVE INSTRUCTION  
NO. 71-1

ROSTER FOR SPECIAL DUTY  
IN CRISIS SITUATIONS,  
OFFICE OF THE DD/S

RESCISSION: Attachment 1 to DD/S Administrative Instruction No. 71-1,  
dated 7 January 1971

1. Following is the roster of duty officers to man the Office of the  
DD/S on a 24-hour basis if required and who should be ready for prompt  
departure on temporary duty in the United States or abroad:

<u>Name</u>	<u>Office</u>	<u>Home</u>
	(Black)	(Red)

25X1

--	--	--

2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X1

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EXECUTIVE OFFICER

S-E-C-R-E-T

S E C R E T

OPERATIONS  
7 January 1971

ATTACHMENT 1 TO DD/S  
ADMINISTRATIVE INSTRUCTION  
NO. 71-1

ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS,  
OFFICE OF THE DD/S

1. Following is the roster of duty officers to man the Office of the DD/S on a 24-hour basis if required and who should be ready for prompt departure on temporary duty in the United States or abroad:

25X1

Name

Office

Home

<u>Name</u>	<u>Office</u>	<u>Home</u>

2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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EXECUTIVE OFFICER

S E C R E T

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*Rescinded by  
AI 72-12  
dtd 10/26/72*

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 71-2

LOGISTICS  
9 November 1971

### TRANSPORTATION DURING SNOW EMERGENCIES

REFERENCE: Memo dtd 25 Sept 67 to Directors of Support Offices  
fr DD/S, subj: Plan for Emergency Situations in  
the Hqs Area

RESCISSION : DD/S Administrative Instruction No. 70-8, dated 9 Nov 70

1. In accordance with paragraph III E of reference, the Office of Logistics will provide official transportation for critical key employees during officially declared snow emergencies when private and public transportation cannot operate. The attached notification plan will be used during such an officially declared snow emergency.

2. Changes in the name of the single point of contact for each Office or changes in the name or telephone number of those persons listed in the contact plan should be reported to the DD/S Senior Emergency Planning Officer.

3. Since snow emergencies requiring home area-to-work transportation will arise during non-working hours, it is suggested that designated key employees have available at home the pertinent information concerning the Winter 1971-1972 Pickup Points and Routes.

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EXECUTIVE OFFICER

Att:  
Snow Emergency Notification Plan

S-E-C-R-E-T

**Page Denied**

SECRET

DD/S 67-6714

25 SEP 1967

**MEMORANDUM FOR:** Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief of Support Services Staff

**SUBJECT :** Plan for Emergency Situations in  
the Headquarters Area

1. I have approved the attached "Plan for Emergency Situations in the Headquarters Area," which is being sent to you for your information and necessary action.

2. I would appreciate receiving implementing plans from those Offices which are charged with responsibility under this overall plan no later than 60 days from your receipt of this memorandum.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Attachment

EO-DD/S:VRT:ews (25 Sept 67)

Distribution:

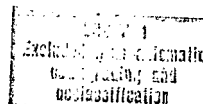
Orig - D/Co w/X of att

1 - Ea other adse w/X of att

1 - DD/S Subject w/O of att & w/background

X - DD/S Chrono

SECRET



SECRET

PLAN FOR EMERGENCY SITUATIONS IN THE HEADQUARTERS AREA

I. Purpose:

To provide policy guidance in emergency situations other than enemy attack or fire.

II. References:

25X1

- |    |   |                               |
|----|---|-------------------------------|
| A. | <div style="border: 1px solid black; width: 80px; height: 120px; display: inline-block; vertical-align: middle;"></div> | CIA Emergency Security Patrol |
| B. |   | Building Emergency Plans      |
| C. |   | Emergency Plans               |
| D. |   | Headquarters Emergency Plan   |

III. Responsibilities:

A. Key Personnel:

Operating Officials are responsible for maintaining current rosters of critical key employees who will remain on duty or report for duty in case of an emergency.

B. Emergency Information:

1. The Director of Security will evaluate all information received through liaison contacts relative to demonstrations and civil disturbances against Agency facilities, and make situation reports to the Deputy Director for Support.

2. The Director of Logistics will evaluate all available information which may indicate an impending weather emergency and make situation reports to the Deputy Director for Support and the Director of Security.

SECRET

-2-

C. Early Release and Excuse from Duty:

1. Under the over-all responsibility of the Director, the DD/S will authorize the early release of personnel not required to remain on duty due to the emergency.

2. He will authorize the excuse from duty of individuals who are not occupying critical key positions.

D. Communications:

1. The Office of Logistics will maintain normal Agency telephone communications to the extent possible in the Headquarters area.

2. The Office of Security radio net will be used as a Security Command Channel and may be used as a back-up communications system. The Security Officer, NPIC, will maintain radio communications with the NPIC courier vehicles.

3. Office of Communications facilities will be utilized as back-up as required.

4. Courier service will be maintained by the Office of Logistics, utilizing radio-equipped vehicles and making any adjustments in service suitable to the emergency.

E. Transportation:

1. The Office of Security will furnish transportation for the Director (and Deputy Director, if required).

2. The Office of Logistics will provide any transportation required for the Executive Director-Comptroller and Deputy Directors and will pick up critical key employees on emergency routes and at pickup points.

F. Supply:

Emergency supplies, including rations, cots, etc., will be made available to critical key employees by the Office of Logistics.

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**SECRET**

-3-

G. Medical

The Office of Medical Services will provide medical personnel and supplies for emergency assistance at major Agency installations.

H. Security:

1. Each component will take necessary action to safeguard classified material in the event of an emergency.
2. The Office of Security will maintain a current Emergency Force Plan including provision for the establishment of a Headquarters Command Post.
3. As required for the protection of Agency personnel and property, the Office of Security will call for assistance from the U.S. Special Police, U.S. Marshals, local and state police departments.
4. The Office of Security will establish a Security Emergency Force under a Security Area Commander for the following areas:

Headquarters  
2430 E Street Complex

Rosslyn Complex  
1000 Glebe Road

25X1

IV. Operational Concept:

A. In emergency situations involving demonstrations with potential threats against Agency facilities:

1. The Office of Security will activate its Emergency Force Plan, which includes special security measures for protection of Headquarters.
2. Any information received by Agency components concerning demonstrations will be reported to the Intelligence Officer, OS (Special Assistant to the DD/PT&OS).

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-4-

B. When reports indicate the possibility of events which may jeopardize the security of Agency facilities or personnel:

1. The Security Emergency Force will be alerted and vested with all necessary authority for the protection of Agency classified material, property, and personnel.
2. Decisions will be made as to release, retention and excuse from duty.
3. Directors of Support Offices will be alerted to be ready to carry out emergency plans.
4. Building Emergency Organizations will be alerted, as necessary, to assist the Security Emergency Force in moving personnel to places of safety within buildings or to provide other assistance as required.
5. Building or Area Security Emergency Forces will be augmented from Headquarters as required.

V Planning Implementation:

Offices tasked with responsibility under this plan will submit one copy of their implementing plan to the Deputy Director for Support.

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*Rescinded by  
AI 72-13  
dtd 1/11/72*

OPERATIONS  
28 December 1971

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 71-4

INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

RESCISSION: DD/S Administrative Instruction No. 71-1 dtd 7 January 1971

1. This Administrative Instruction contains plans of the Support Directorate for implementation during crisis situations.

2. Crisis Activation

The activation of all or any portion of the plans contained herein will be accomplished upon instructions of the Deputy Director for Support. Notification will be accomplished in accordance with the notification plan contained in Attachment 2 to this Instruction. The Executive Officer to the Deputy Director for Support is designated as the Senior DD/S Officer responsible for expediting Support Directorate support to the CIA Operations Center (OPSCEN).

3. General

Each Support Office Head is responsible for developing internal plans for the functioning of his office during crisis situations. These plans will include provisions for the following:

a. Rosters of Senior Officials designated to serve on duty 24 hours a day, 7 days a week in their respective offices.

b. Sufficient numbers of qualified personnel to operate on a task force basis for temporary duty both domestically and overseas. All task force designees must be kept in a constant state of readiness for prompt departure, and this includes immunizations, passports, and medical and security readiness. Office Heads are responsible for ascertaining that the individuals selected by them have been cleared for TDY overseas.

c. Upon activation, establishing liaison with the OPSCEN and the appropriate Area Division concerned.

S-E-C-R-E-T



S-E-C-R-E-T

d. The maintenance of a crisis telephone pattern for contacting both duty officers and task force designees after hours.

4. Office of Personnel

The Director of Personnel will:

a. Assist in determining persons qualified either for TDY abroad or for temporary detail to National Military Command Center, State Operations Center, U. S. Military Forces or similar emergency assignments by maintaining a Qualifications Register from which lists of language and area specialists, communicators, intelligence generalists and others may be promptly prepared.

b. Establish emergency processing service by the Central Processing Branch.

c. Establish an emergency capability for insurance coverage on individuals traveling.

d. Provide casualty services, if required.

e. Accomplish all administrative arrangements for personnel detailed to or from other agencies.

5. Office of Logistics

The Director of Logistics will:

Provide emergency logistical support including supplies, equipment, printing and graphic service, vehicles, food service, and motor pool service.

6. Office of Finance

The Director of Finance will:

Provide emergency financial support, including that necessary for transferring, depositing and disbursing funds 24 hours a day, 7 days a week.

S-E-C-R-E-T

7. Office of Training

The Director of Training will:

25X1

a. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

b. Provide any training support required.

8. Office of Security

The Director of Security will:

Provide security support including general security duty, emergency security patrols, audio countermeasures, polygraph support, physical security support, and [ ] support.

25X

9. Office of Medical Services

The Director of Medical Services will:

Provide medical support.

10. Office of Communications

The Director of Communications will:

25X1

a. Provide communications support.

b. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

[ ]  
EXECUTIVE OFFICER

SECRET

OPERATIONS  
28 December 1971

ATTACHMENT 1 TO  
DD/S ADMINISTRATIVE  
INSTRUCTION NO. 71-4

ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS,  
OFFICE OF THE DD/S

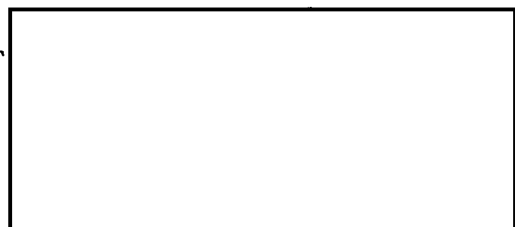
1. Following is the roster of duty officers to man the Office of the DD/S on a 24-hour basis if required and who should be ready for prompt departure on temporary duty in the United States or abroad:

<u>Name</u>	<u>Office</u>	<u>Home</u>
John W. Coffey		

2. A new list of those who would man the DD/S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT



EXECUTIVE OFFICER

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*Rescinded by  
AN 76-20/  
Dtd 12/28/76*

C-O-N-F-I-D-E-N-T-I-A-L

PUBLICATIONS  
28 December 1971

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 71-5

ADMINISTRATIVE ISSUANCES

The following DD/S Administrative Instructions are hereby rescinded:

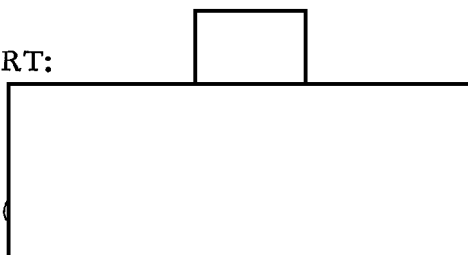
1. DD/S Admin Instruction No. 64-3, 17 February 1964; Uncollectible Receivables.
2. DD/S Admin Instruction No. 64-7, 29 June 1964; Centralization of Information on Published Reference to Agency Activities and Personnel.
3. DD/S Admin Instruction No. 64-9, 10 July 1964; Reassignment Clearance of Accounts.
4. DD/S Admin Instruction No. 64-11, [REDACTED] 25X
5. DD/S Admin Instruction No. 64-14, 9 October 1964; [REDACTED] 25X
6. DD/S Admin Instruction No. 65-1, 25 March 1965; Automatic Data Processing.
7. DD/S Admin Instruction No. 65-3, 6 April 1965; CIA Automatic Data Processing Committee.
8. DD/S Admin Instruction No. 65-4, 6 April 1965; Automatic Data Processing Plans and Programs.
9. DD/S Admin Instruction No. 65-6, 11 May 1965; Automatic Data Processing.
10. DD/S Admin Instruction No. 65-8, 1 June 1965; Average Salary Control System.
11. DD/S Admin Instruction No. 65-9, 9 June 1965; Intelligence Support in Crisis Situations.
12. DD/S Admin Instruction No. 65-14, 11 October 1965; Organization and Ceiling Controls.

C-O-N-F-I-D-E-N-T-I-A-L

C-O-N-F-I-D-E-N-T-I-A-L

13. DD/S Admin Instruction No. 65-17, 12 October 1965; Cost Reduction and Management Improvement in Government Operations.
14. DD/S Admin Instruction No. 65-18, 26 November 1965; Liaison and Contacts With the Bureau of the Budget.
15. DD/S Admin Instruction No. 66-3, 30 September 1966; Support Services Staff.
16. DD/S Admin Instruction No. 66-4, 17 October 1966; Establishment of Support Services Historical Board.
17. DD/S Admin Instruction No. 67-1, 11 January 1967; Support Officers Development Program.
18. DD/S Admin Instruction No. 70-2, 28 January 1970; Follow Up on Action Items in Diary Notes.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



EXECUTIVE OFFICER

STAT

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Distribution:

Orig - DD/S Subject

- 1 - DD/S Chrono
- 1 - Ea Office Head: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR, C/SSS
- 1 - DD/S
- 1 - ADD/S
- 1 - EO-DD/S
- 1 - Ea RAB/SSS & RCB/SSS
- 1 - SSA-DD/S
- 1 - Ea C/SOS, C/PS, C/Career Mgt & Trng Staff

C-O-N-F-I-D-E-N-T-I-A-L

S-E-C-R-E-T

*Rescinded by  
AI 71-14  
dtd 1 Jan 72*

SECURITY  
28 December 1971

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 71-6

INSTRUCTIONS FOR DEPLOYING THE INITIAL EMERGENCY  
RELOCATION FORCE

RESCISSION: DD/S Administrative Instruction No. 69-2, 10 February 1969

1. For the guidance of principals and alternates on the Initial Emergency Relocation Force Roster, the current procedures for deploying the Force are set forth below.

25X1

2. The Initial Emergency Relocation Force may be deployed  under any one of the following conditions:

a. Upon public announcement by the President directing the relocation of personnel of the Executive Branch having essential wartime functions, or

b. Upon orders by the Director of Central Intelligence or by a Deputy Director speaking on his behalf, or

c. Upon the sounding by civil defense authorities of the Attack Warning Signal, which consists of a 3- to 5-minute wavering tone on outside public warning devices or sirens, or short blasts on horns or other warning devices within buildings, or

d. Upon receipt of notification of the declaration of Defense Readiness Condition (DEFCON) 1, or

e. As soon after an actual enemy attack without any warning signal as local authorities permit travel.

3. When orders are issued under 2b above, the attached notification plan will be used. (See Attachment 1.) In the event that any individual to be contacted cannot be located, it is the responsibility of each person in column 1 to notify an appropriate alternate on the Initial Emergency Relocation Roster.

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4. Advance parties of the Initial Emergency Relocation Force, in size up to 25 percent of its total strength, will be deployed to the emergency relocation site [redacted] upon receipt of notification of the existence of DEFCON 2. The exact size and content of such advance parties will depend upon the situation at the time.

5. The Head of each Office or Staff is responsible for establishing an expeditious means for notifying Emergency Force personnel of their respective components, for maintaining current rosters and transportation arrangements to the relocation site, and for designating an advance cadre of his Initial Emergency Relocation Force to move to the relocation center when directed by the Deputy Director for Support. In notifying members of the Initial Emergency Relocation Force by unprotected means of communication, the appropriate DEFCON term will be used (See Attachment 2).

6. Each person in column 2 of the notification plan is responsible for notifying the appropriate person in column 1 of any change in his telephone numbers and for furnishing or obtaining his own private transportation. Alternates in the Office of the DD/S should report changes to the DD/S Senior Emergency Planning Officer.

7. The attached plan has been approved by the Deputy Director for Support and is effective upon receipt.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

[redacted]

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EXECUTIVE OFFICER

Attachments:

- Att 1: Emergency Notification Plan
- Att 2: DEFCON System

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*Revised by  
AN 76-20  
dtd 12/28/76*

5 January 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-1

## ANNUAL BRIEFING PROGRAM

### 1. General

For several years the Deputy Director for Support has scheduled annual briefings by Division and Staff Chiefs within the Offices of the Support Directorate. The purpose of this instruction is to furnish guidance for the preparation and presentation of those briefings. Office Directors may attend and participate as they individually choose. Briefings will be held at locations chosen by Office Directors.

### 2. Purposes of the Briefings

The briefings are intended to:

- a. Provide a forum for Division and Staff Chiefs to focus the attention of the Deputy Director for Support on particular problems, objectives, goals, programs, plans, and pertinent collateral issues.
- b. Assist the Division and Staff Chiefs to review their own operations, take a fresh look at them, and obtain guidance from the DD/S.
- c. Give the DD/S current insight into the operations and management of all components of his Directorate.

### 3. Do's

- a. Briefings normally will be presented by Chiefs of Divisions and Staffs or their Deputies but may be presented by one or more subordinates if it is constructive to have particular subjects dealt with individually.

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C-O-N-F-I-D-E-N-T-I-A-L

b. Presentations should be planned to run about 30-45 minutes to allow time for questions and discussion during and after the briefing while keeping the total time generally within one hour.

c. Significant accomplishments during the period since the last briefing should be presented and failures or short-falls should be described.

d. Goals for the next year and how it is planned to achieve them should be discussed.

e. Any expected shifts in the priorities of goals, objectives, and programs during the coming year should be described and evaluated.

f. Current and anticipated problems which have impeded accomplishments and which are expected to be impediments to the achievement of goals should be presented.

g. Implications for reallocation of resources in terms of people, money, and facilities relating to the foregoing should be identified and described.

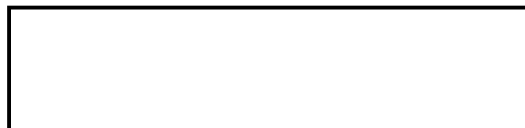
h. Significant changes in organizational structure, staffing complement, methods and procedures, or workload should be covered.

4. Don'ts

a. The organization and staffing of the Division or Staff should not be reviewed and organizational charts need not be presented unless there is a significant change.

b. Workload statistics should not be the principal topic of briefings but should be presented only if there is something of true significance to report.

5. Briefing schedules for individual offices will be distributed by separate memorandum.



ROBERT S. WATTLES  
ASSISTANT DEPUTY DIRECTOR  
FOR SUPPORT

25X1

DISTRIBUTION: 2B

C-O-N-F-I-D-E-N-T-I-A-L

5 January 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-1

Distribution:

Orig - DD/S Subject

1 - DD/S Chrono

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - SSA-DD/S

1 - SA-DD/S

1 - Ea C/SOS, C/PS, C/Career Mgt & Trng Staff

1 - SSS

1 - Ea RCB & RAB

6 - OMS

16 - OC

35 - OL

38 - OP

27 - OS

15 - OTR

28 - OF

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*Revised by AI 73-20  
std 14 Aug 73*

S-E-C-R-E-T

OPERATIONS  
18 January 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-2

SATURDAY MORNING DUTY OFFICERS

1. This Administrative Instruction serves to formalize the Saturday Morning Duty Officer System in the Support Directorate.

2. Each Office is responsible for scheduling a Saturday Morning Duty Officer to respond to situations requiring immediate action. Between 0900 and 1300 hours on Saturday, the O-DD/S, the Offices of Security, Communications, Personnel and Logistics/Logistics Services Division will have Officers on duty at Headquarters and the Offices of Finance, Medical Services and Training will have Duty Officers on call at home. The Offices of Security and Communications satisfy this requirement through their Night Security Duty Office and the Signal Center, both of which are manned 24 hours a day. In addition to the Duty Officer in Logistics Services Division, the Office of Logistics will have a Saturday Morning Duty Officer on duty in the Office of the Director of Logistics from 0930 hours to 1130 hours who will review cable traffic on Saturday morning, take any necessary action and then return home where he will remain on call until 1300 hours.

3. With the exception of the Offices of Security and Communications, Saturday Morning Duty Officers both at Headquarters and at home will report to the O-DD/S Duty Officer by calling extension  at the beginning and at the end of their Saturday tour of duty. The Saturday Morning Duty Officer will report his arrival at Headquarters and his departure for stand-by duty at home.

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4. A copy of their Saturday Morning Duty Officer Roster will be forwarded to the Executive Officer, DD/S, by the Offices of Personnel, Logistics, Finance, Medical Services and Training for inclusion in the O-DD/S Saturday Duty Book. Also, each Office will telephone extension  no later than 1600 hours on Fridays (Thursday if Friday is a holiday) to confirm the name of the Duty Officer scheduled for Saturday duty.

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S-E-C-R-E-T

5. This Instruction does not preclude Office Directors from scheduling additional Duty Officers considered necessary to provide coverage during Saturday morning or other non-duty hours.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

25X



EXECUTIVE OFFICER

Distribution:

Orig - DD/S subject

1 - DD/S chrono

1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - DD/S

1 - ADD/S

1 - EO-DD/S (for filing in Duty Book)

1 - SSA-DD/S

1 - C/SOS-DD/S

1 - C/PS-DD/S

1 - SA-DD/S

1 - CMO-DD/S

1 - C/SSS-DD/S

1 - C/RCB

1 - C/RAB

S-E-C-R-E-T

*Revised by  
AN 76-20  
dtd 12/28/76*

S-E-C-R-E-T

PERSONNEL  
1 February 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-3

CHARTER FOR THE SUPPORT  
OFFICERS' ADVISORY GROUP (SOAG)

1. This Administrative Instruction sets forth guidelines for the operation of the Support Officers' Advisory Group.

2. Background

The Deputy Director for Support established SOAG in November 1971 as a result of deliberations conducted at the 1971 Support Officers' Conference, and in response to Recommendation E of the Agenda Committee's "Final Report of the Support Career Conference of 1971".

3. Responsibilities

The Support Officers' Advisory Group will:

- a. identify issues or problems and initiate independent research efforts leading to articulation of new ideas, approaches, or program proposals for the consideration of the Deputy Director for Support;
- b. review and make recommendations on any Directorate problems, policies, planning or procedural matters submitted by the Deputy Director for Support;
- c. perform other advisory services as directed by the Deputy Director for Support.

The Deputy Director for Support will support SOAG's activities by affording access to Directorate personnel and information.

S-E-C-R-E-T

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

S-E-C-R-E-T

4. Eligibility, Selection of Membership and Terms of Office

Eligibility

All Support Careerists, GS-10 through GS-14, who have career employee status are eligible for membership on SOAG.

Selection of Membership

Notwithstanding the permanent membership of the Deputy and Assistant Deputy Director for Support, SOAG will have seven members who will be elected on a secret ballot by all Support Careerists who are assigned to the headquarters area. Initially, the seven officers who received the greatest number of votes in the first election will constitute the membership of SOAG. Similarly, three alternates will be chosen from those officers who received the next highest number of votes. Soon after the first election, the membership will be divided by lot into three groups: the first group of three who will vacate their position at the expiration of 12 months, the second group of two will vacate their position at the expiration of 18 months, and the third group of two will vacate their position at the expiration of 24 months. The net result of this action will be that at least two new members and two alternates will be chosen every six months. Elections will be held annually in November, and terms of office will begin 1 January or 1 June. Should vacancies occur either by resignation, reassignment or by personal request, the Chairman of SOAG may make temporary appointments from the list of alternates to complete the vacating member's tour with SOAG.

Terms of Office

Membership on SOAG will be limited to 18 months. While a normal 18-month tour will not prohibit an incumbent from standing for re-election to SOAG, no officer may serve successive terms. Membership on SOAG will be terminated with acceptance of an appointment to any other management advisory bodies, e.g., the Agency's Management Advisory Group.

5. SOAG Officers, Terms of Office and Responsibilities

The membership of SOAG will select a Chairman and Recording Secretary every three months. The Chairman of SOAG will be responsible for drafting an agenda, identifying the times and places for meetings, and conducting all official meetings. The Recording Secretary will prepare and distribute the formal agenda to members of SOAG as well as assume full responsibility for the preparation of a formal journal of SOAG's proceedings which may from time to time be published for general distribution to Support Officers -- excepting such parts as may in the judgment of the members violate the confidence of the Deputy Director for Support.



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6. Times, Places and Manner of Meetings

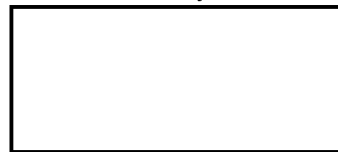
SOAG will determine the rules of its proceedings, but will always have one formal meeting per month with either the Deputy or Assistant Deputy Director for Support (DD/S or ADD/S). A quorum of five will be authorized to do business, but a smaller number may be permitted to meet at any time as a working group. At their discretion, the DD/S or ADD/S may attend such working sessions. Once a quarter, SOAG will hold an open formal meeting for those Support Officers who are interested in observing and participating in its deliberations. The Chairman of SOAG will assume full responsibility for making public the date and agenda for such open meetings as well as ensuring that at least one-quarter of the meeting's time is devoted to general discussion. As in all formal meetings, the Chairman will be responsible for conducting such open meetings. Under normal circumstances, SOAG will meet in the Office of the Deputy Director for Support's conference room which will be reserved ahead by the Recording Secretary. The Chairman, at his discretion, may change the date, place and time of either closed or open formal meetings, but in so doing he will also assume a concomitant responsibility for making public the new date, place and time of such meetings.

7. Charter Amendments

SOAG will reserve the right to amend this Charter by majority vote of the membership, subject to final approval by the Deputy Director for Support.

8. Addendum

The addendum to this administrative instruction sets forth the initial membership and the mailing address of the Support Officers' Advisory Group.



JOHN W. COFFEY  
Deputy Director  
for Support

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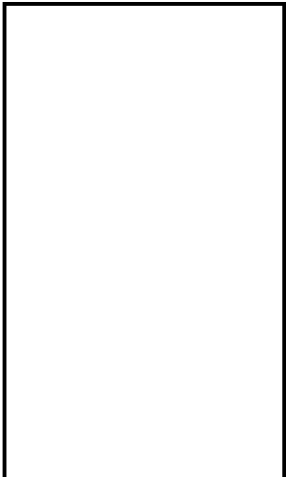
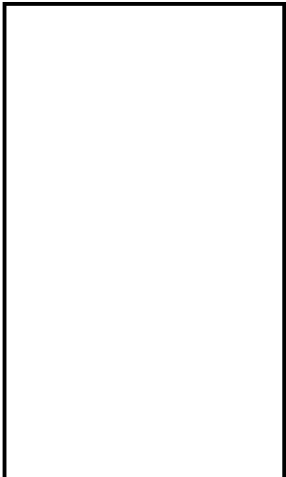
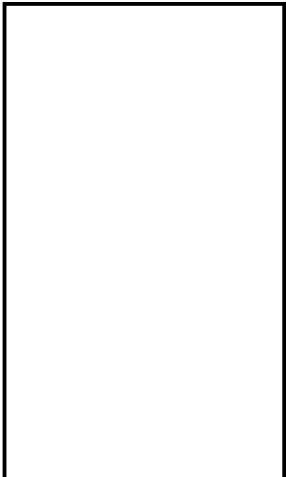
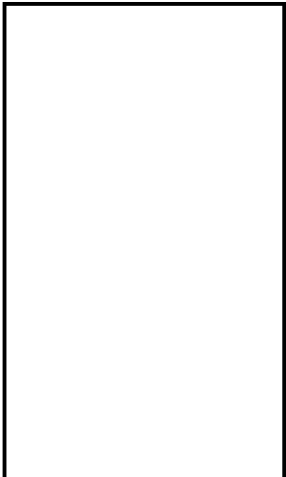
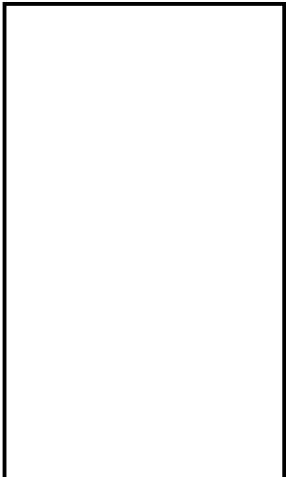
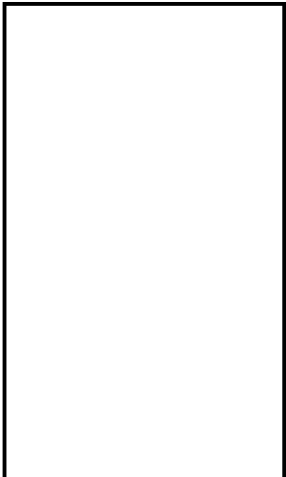
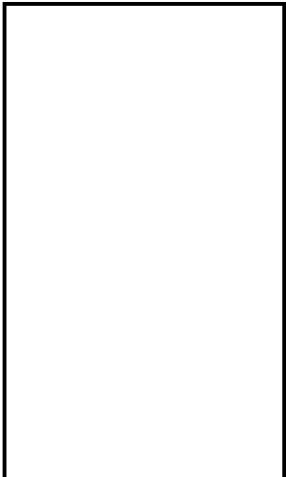
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DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-3  
ADDENDUM

CHARTER MEMBERS OF THE SUPPORT OFFICERS'  
ADVISORY GROUP

1. Deputy Director for Support - Permanent member
2. Assistant Deputy Director for Support - Permanent member

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3.  chairman
4.  cording Secretary
5. 
6. 
7. 
8. 
9. 

Mail should be addressed to:

Support Officers' Advisory Group  
Room 7D 18 Hqs

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DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-3

DISTRIBUTION:

Orig - DD/S Subject

1 - DD/S Chrono

1 - Ea. Office Head: D/CO, D/F, D/L, DMS, D/Pers, D/S,  
DTR, C/SSS

1 - DD/S

1 - ADD/S

1 - SSA-DD/S

1 - EO-DD/S

1 - Records Admin Branch

1 - Regulations Control Branch

1 - C/SOS [redacted]

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1 - C/PS [redacted]

25X1

1 - C/CMS [redacted]

1 - Ea. "S" Careerist - Hqs [redacted]

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S-E-C-R-E-T

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Next 3 Page(s) In Document Denied

PERSONNEL  
29 February 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-4

REORGANIZATION OF THE SUPPORT SERVICES CAREER BOARD  
ESTABLISHMENT OF DEPUTY DIRECTOR'S PANEL  
REORGANIZATION OF STAFF OPERATIONS PANEL

Rescission: DD/S Administrative Instruction No. 65-11

1. Background

As a result of deliberations conducted at the 1971 Support Career Service Conference and a review of the recommendations submitted in the Agenda Committee's "Final Report of the Support Career Service Conference of 1971," the Deputy Director for Support hereby recognizes the Support Career Service system as set forth below.

2. Support Services Career Board

The Support Services Career Board is hereby reconstituted. Membership will be as follows:

- |                     |  |
|---------------------|--|
| Chairman            | - The Assistant Deputy Director for Support (ADD/S)  |
| Voting Members      | - The Directors of the Offices of Communications, Finance, Logistics, Medical Services, Personnel, Security, and Training--with their respective Deputies as alternates. |
| Executive Secretary | - The Career Management Officer (CMO) for the Support Career Service.  |

The Support Services Career Board will:

- a. consider and make recommendations to the Deputy Director for Support on policy and major procedural matters as they may affect the Support Directorate Career Services;
- b. review competitive evaluation of all Support Directorate Careerists for promotion to (or at) the supergrade level;

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c. review and make recommendations to the Deputy Director for Support regarding the nominees of the several Support Career Services for the Senior Schools, Executive Development Programs, and full-time, professional training for GS-15 and supergrade personnel;

d. perform other personnel management functions as directed by the Deputy Director for Support.

### 3. Deputy Director's Panel

The Deputy Director's Panel is hereby established. Membership will be the Assistant Deputy Director for Support (Chairman), the Special Support Assistant to the Deputy Director for Support, the Executive Officer to the Deputy Director for Support, the Career Management Officer for the Support Career Service, and three Support careerists of supergrade rank. The term of office of these latter three members will be generally limited to an 18-month period. Future appointments to the Panel will, however, be purposely staggered to provide for continuity.

The Deputy Director's Panel will:

a. continuously review all requirements for "S" Career Service Officers at the GS-15 and supergrade level and make assignment recommendations as appropriate;

b. review and take action on requests for extensions of tour and second tours, transfers to the "S" Career Service, conversions to career employee status, requests or nominations for training, and other personnel matters concerning "S" careerists at the GS-15 or supergrade levels;

c. perform a competitive evaluation of all "S" careerists for promotion to or at the supergrade level for review by the Support Services Career Board;

d. perform other personnel management functions as directed by the Deputy Director for Support.

### 4. Staff Operations Panel

The Staff Operations Panel is hereby reconstituted.

To ensure that the Deputy Director for Support (DD/S) may have the benefit of the advice and counsel of senior Support Officers who are knowledgeable of position requirements, the inevitable diversity in career patterns and the

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qualifications of "S" careerists, the Staff Operations Panel will henceforth be composed of a Chairman, chosen by the DD/S from the senior Support Officers serving on his immediate staff, the Career Management Officer (CMO) for the Support Career Service who will serve as Executive Secretary, and five senior (GS-15 or above) Support Officers who collectively have a wide range of Agency experience. Excepting the permanent status of both the Chairman and the Executive Secretary who will both serve at the pleasure of the DD/S, membership on the Staff Operations Panel will be generally limited to an 18-month period. Furthermore, all future appointments to the Panel will be purposely staggered to provide for a degree of continuity in its deliberations. Membership will be reconstituted as follows:

- Chairman - A senior Support Officer chosen by the DD/S from his immediate staff.
- Voting Members - Five senior Support Officers knowledgeable of the Directorates of Intelligence, Plans, Science and Technology, Support; and the Independent Offices; and the Career Management Officer (CMO) for the Support Career Service.
- Executive Secretary - The Career Management Officer (CMO) for the Support Career Service.

a. The Staff Operations Panel will:

- (1) consider and make recommendations to the Deputy Director for Support on policy and major procedural matters as they may affect "S" careerists at the GS-14 level and below;
- (2) continuously review all requirements for "S" officers at the GS-14 level and below and make recommendations regarding the assignments of available "S" careerists to the Deputy Director for Support;
- (3) perform competitive evaluations of all "S" careerists for promotion up to and including the GS-15 level and make appropriate recommendations to the Deputy Director for Support;
- (4) recommend to the Deputy Director's Panel all outstanding "S" careerists in grades GS-14 and below who in the considered judgment of the Staff Operations Panel should be given special consideration for either promotion to supergrade or assignment to positions which normally require a Support careerists at the GS-15 or supergrade level;

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(5) review and make recommendations to the Deputy Director for Support on requests for extension of tour and second tours, transfers to the "S" Career Service, conversions to career employee status, requests and nominations for full-time professional training, and other personnel matters concerning "S" careerists in grades GS-14 and below;

(6) perform other personnel management functions as directed by the Deputy Director for Support.

b. The Chairman of the Staff Operations Panel will appoint, at his discretion, subpanels to assist in any specific reviews or career planning activities which may be assigned by the Deputy Director for Support, or which his Panel may wish to undertake.


c. Panel members will not participate in any proceedings or deliberations which involve contemplated actions which may concern them as individuals.

#### 5. Procedures

The deliberations of the Staff Operations Panel, the Deputy Director's Panel, and the Support Services Career Board will be recorded in the form of minutes by the Executive Secretary.

#### 6. Addendum

The addendum to this Administrative Instruction sets forth the current membership of the Deputy Director's and Staff Operations Panels and the expiration date of the appointments.

  
JOHN W. COFFEY/  
Deputy Director  
for Support

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STA

#### Distribution:

Orig - DD/S subject

1 - DD/S chrono

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - SSA-DD/S

1 - C/SOS-DD/S

1 - C/PS-DD/S

1 - SA-DD/S

1 - CMO-DD/S

1 - C/SSS-DD/S

1 - C/RAB-DD/S

SECRET



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Next 6 Page(s) In Document Denied

*Rescinded by  
AN 72-3 dtd 9/15/72*

SECURITY  
28 June 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-5

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IDENTIFICATION OF DOCUMENT CLASSIFIER

REFERENCES: (a) [redacted] dated 13 June 1972  
(b) [redacted] dated 26 June 1972

As required by the referent regulatory issuances, beginning 30 June 1972 the classifier of each document will be identified in the document. Support Directorate Offices and Staffs should comply with this requirement in the following manner:

a. When a document is signed by the classifier and his position title is indicated, no other identification is necessary.

b. When a document is classified by other than the person signing it, or the document does not require a signature, or a position title is not shown, then the classifier will be identified by inserting his personnel position number plus the first two digits of his Position Control Register (PCR) Number (e.g. 0130-10) in the blank space of the "Classified By: \_\_\_\_\_" stamp. If, because of multiple incumbency or other reasons, an official position number and PCR Number do not clearly identify the classifier, then the classifier's name (if not precluded by cover considerations) or employee number must also be included.

FOR THE DEPUTY DIRECTOR FOR SUPPORT: [redacted]

Executive Officer to the  
Deputy Director for Support

Distribution:

Orig - DD/S subject

1 - DD/S chrono

1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - SSA-DD/S

1 - C/SOS-DD/S

1 - C/PS-DD/S

1 - SA-DD/S

1 - CMO-DD/S

1 - Ea: C/SSS, C/RCB,  
C/RAB

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LIST OF APPROVED CLASSIFIERS

	<u>Position Title</u>	<u>Name of Incumbent</u> 30 June 1972	<u>Position</u> #	<u>1st Two Digits</u> <u>of PCR #</u>
<u>Top Secret, Secret, &amp; Confidential</u>	Deputy Director for Support	John W. Coffey		
	Assistant Deputy Director for Support			
	Executive Officer to the DD/S			
	Special Support Assistant to the DD/S			
<u>Secret &amp; Confidential</u>	Deputy Special Support Assistant to the DD/S			
	Assistant to the SSA-DD/S			
	Chief, Plans Staff			
	Deputy Chief, Plans Staff			
	Assistant to the Chief, Plans Staff			
	Chief, Support Operations Staff			
	Adm Officer, Support Operations Staff			
	Adm Officer, Support Operations Staff			
	Special Assistant for Air Operations			
	Career Management Officer			
	Senior Training Officer			
	Chief, Support Services Staff			
	Deputy Chief, Support Services Staff			
	Chief, Regulations Control Branch/SSS			
	Chief, Records Administration Branch/SSS			
	Chief, Records Center/SSS			
	Deputy Chief, Records Center/SSS			
	Chief, Information Processing Branch/SSS			
	Assistant to the Career Management Officer			

(added 12 July 72)

\*This is a multiple incumbency position. See Administrative Instruction 72-5 which provides for the use of further identifying information; i.e., name or employee number.

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*Revised by  
AN 76-20  
dtg 12/28/76*

LOGISTICS  
7 September 1972


DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-6

LOCAL TRANSPORTATION FOR VISITING DIGNITARIES ✓

1. The Office of Logistics quite frequently is called upon to furnish local transportation during both regular and off-duty working hours within the Metropolitan Washington area for visiting dignitaries and other official guests of senior Agency personnel. In order that this service may be rendered as efficiently as possible and to ensure that there is the least possible chance of failure to recognize the dignitary or guest, the following procedures will be followed:

- a. Submit in writing the request for the service at least 24 hours before the mission is to be performed. The memorandum should be handcarried to the Office of the Chief, Logistics Services Division/OL, 4E-06 Headquarters Building.
- b. Specifically identify the full name and street address of the hotel, club, or office building, and the exact place of pick up, i.e., the reception desk, information counter, street entrance, etc., as well as the specific details on the destination of the trip.
- c. Include a physical description of the guest.
- d. Make every effort to furnish an escort officer to ride with the motor pool chauffeur. Experience has shown that, particularly during rush-hour traffic, it is sometimes difficult for the chauffeur to find a convenient parking place where he may leave the car and endeavor to locate physically the guest. The presence of an escort officer, in addition to facilitating recognition of the guest, will also allow most efficient contact and transportation.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

  
Executive Officer to the  
Deputy Director for Support

Distribution:

- Orig - DD/S subject
- 1 - DD/S chrono
  - 1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR
  - 1 - Ea: DD/S, ADD/S, EO-DD/S
  - 1 - Ea: SSA-DD/S, C/SOS-DD/S, C/PS-DD/S, SA-DD/S, CMO-DD/S
  - 1 - Ea: C/SSS, C/RCB, C/RAB

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*Rescinded by  
AN 76-20  
12/28/76*

PUBLICATIONS  
17 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-7

RESCISSION

DD/S Administrative Instruction No. 64-2, dtd 17 February 1964,  
"Approval of Separate Activities," is hereby rescinded.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

STAT

EXECUTIVE OFFICER

Distribution:

Orig - DD/S subject

1 - DD/S chrono

1 - Ea Office Head: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - SSA-DD/S

1 - C/SOS

1 - C/PS

1 - CMO-DD/S

1 - SA-DD/S

1 - C/SSS

1 - C/RAB



*Rescinded by  
AN 76-20  
dtd 12/28/76*

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MANAGEMENT  
26 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-9

DD/S STAFF MEETING

Reference: DD/S Administrative Notice No. 65-1 (Rescinded)

The Deputy Director for Support will hold a regular staff meeting on Tuesdays at 10:30 a.m. in the DD/S Conference Room. Those attending will be the Director of each Support Office or his representative, the Chief, Support Services Staff or his representative, and the members of the immediate staff of the DD/S. Items suggested for inclusion on the agenda may be telephoned to the Executive Officer anytime before 11:00 a.m. on Mondays before the meeting.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

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Executive Officer to the  
Deputy Director for Support

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*Revised by AI 73-7  
dtd 9 May 73*

TRAVEL  
26 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-10

### OVERSEAS TRAVEL OF SENIOR SUPPORT OFFICERS

Rescission: DD/S Administrative Instruction No. 65-15 dated 4 October 1965

1. Because senior members of the Support Directorate are able to make only a limited number of TDY visits to overseas installations each year, an informal procedure has been devised to aid in extending the value that can be realized from each such trip. Under the procedure (a) special briefings will be arranged for the senior officers to acquaint them with Support activities at the stations and bases to be visited and (b) travel plans of senior officers will be reviewed periodically to coordinate their timing and to assure a proper geographic balance in the areas visited.

2. Senior Support officers will be expected to receive comments and observations from the Chiefs of Station on any aspect of Support interests and upon their return to Headquarters to report such comments, problems, and observations to the appropriate DD/S Offices for their attention or action. Senior officers will not take definitive action in areas outside their specialties.

3. Travel plans of senior officers will continue to be reported in semiannual forecasts which each office submits in May and November to the Special Support Assistant to the Deputy Director for Support. From these forecasts, the SSA-DD/S will determine what special briefings are desired for each senior officer and make the necessary arrangements for them. Each briefing schedule will include an appointment with the DD/S or the ADD/S.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



Executive Officer to the  
Deputy Director for Support

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*Received by  
AN 76-20  
dtg 12/28/76*

SECURITY  
26 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-11

RESTRICTIONS ON USE OF CAFETERIA FACILITIES

Rescission: DD/S Administrative Notice No. 72-1 dated 17 January 1972

1. Support Directorate employees who are under cover are cautioned that the North Cafeteria and the Rendezvous Room, located at 1F-83 in the same corridor as the North Cafeteria, are open to many non-Agency personnel who do not have general access to the Headquarters Building. Unless an Agency employee's cover is such that it would logically support his presence there, he should not use these facilities, and should avoid Corridor 1F during the hours when non-Agency personnel may be going to or from the North Cafeteria or the Rendezvous Room. These hours are from 1045 to 1430 and 1715 to 2000 on normal workdays and from 0845 to 1200 on Saturdays.

2. Admission to the North and South Cafeterias and the Rendezvous Room is on the following basis:

a. The South Cafeteria is restricted to badged Agency employees; persons such as liaison representatives of other U.S. agencies and consultatory personnel who have Type 2, Visitor-No-Escort, badges; and persons, such as GSA personnel, guards, telephone company employees, typewriter repairmen and other service personnel, who have Type 4 badges.

b. The North Cafeteria and the Rendezvous Room are open, not only to the personnel described above, but also to escorted visitors, including

prospective employees who are not yet cleared; wives or husbands accompanying spouses who are Agency employees; and employees of the Fairbanks Highway Research Station of the Bureau of Public Roads.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

Executive Officer to the  
Deputy Director for Support

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*Rescinded by  
AN 76-20  
dtd 12/28/76*

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PUBLICATIONS  
26 October 1972

DD/S ADMINISTRATIVE  
INSTRUCTION No. 72-12

RESCISSIONS

The following DD/S Administrative Instructions are hereby  
rescinded:

- a. 0-1, 26 March 1964, "Entertainment of Government Officials"
- b. 0-2, 26 March 1964, "Supervisory Performance"
- c. 0-3, 26 March 1964, "Certifying Officers and Cashiers"
- d. 0-4, 10 June 1964, "TDY Per Diem for Dependents"
- e. 0-5, 10 June 1964, "Representation Travel"
- f. 0-6, 12 June 1964, "Official Entertainment"
- g. 0-7, 16 March 1965, "White House Referrals"
- h. 0-8, 21 September 1965, "Official Diaries of Lyman B. Kirkpatrick, Jr."
- i. 0-9, 4 October 1965, "Approval Authorities"
- j. 71-2, 9 November 1971, "Transportation During Snow Emergencies"

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:



Executive Officer to the  
Deputy Director for Support

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**SECRET**

*Rescinded by  
AN 76-20  
dtd 12/28/76*

OPERATIONS  
1 November 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-13

INTELLIGENCE SUPPORT IN CRISIS SITUATIONS

Rescission: DD/S Administrative Instruction No. 71-4, 28 December 1971

1. This Administrative Instruction contains plans of the Support Directorate for implementation during crisis situations.

2. Crisis Activation

The activation of all or any portion of the plans contained herein will be accomplished upon instructions of the Deputy Director for Support. Notification will be accomplished in accordance with the notification plan contained in Attachment 2 to this Instruction. The Executive Officer to the Deputy Director for Support is designated as the Senior DD/S Officer responsible for expediting Support Directorate support to the CIA Operations Center (OPSCEN).

3. General

Each Support Office Head is responsible for developing internal plans for the functioning of his office during crisis situations. These plans will include provisions for the following:

a. Rosters of Senior Officials designated to serve on duty 24 hours a day, 7 days a week in their respective offices.

b. Sufficient numbers of qualified personnel to operate on a task force basis for temporary duty both domestically and overseas. All task force designees must be kept in a constant state of readiness for prompt departure, and this includes immunizations, passports, and medical and security readiness. Office Heads are responsible for ascertaining that the individuals selected by them have been cleared for TDY overseas.

c. Upon activation, establishing liaison with the OPSCEN and the appropriate Area Division concerned.



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-2-

d. The maintenance of a crisis telephone pattern for contacting both duty officers and task force designees after hours.

4. Office of Personnel

The Director of Personnel will:

a. Assist in determining persons qualified either for TDY abroad or for temporary detail to National Military Command Center, State Operations Center, U. S. Military Forces or similar emergency assignments by maintaining a Qualifications Register from which lists of language and area specialists, communicators, intelligence generalists and others may be promptly prepared.

b. Establish an emergency capability for insurance coverage on individuals traveling.

c. Establish emergency processing service by the Central Processing Branch.

d. Provide casualty services, if required.

e. Accomplish all administrative arrangements for personnel detailed to or from other agencies.

5. Office of Logistics

The Director of Logistics will:

Provide emergency logistical support including supplies, equipment, printing and graphic service, vehicles, food service, and motor pool service.

6. Office of Finance

The Director of Finance will:

Provide emergency financial support, including that necessary for transferring, depositing and disbursing funds 24 hours a day, 7 days a week.

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SECRET

-3-

7. Office of Training

The Director of Training will:

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a. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

b. Provide any training support required.

8. Office of Security

The Director of Security will:

Provide security support including general security duty, emergency security patrols, audio countermeasures, polygraph support, physical security support, and [ ]

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9. Office of Medical Services

The Director of Medical Services will:

Provide medical support.

10. Office of Communications

The Director of Communications will:

a. Provide communications support.

b. Prepare and keep current instructions for activating [ ] a reception center for the accommodation of employees and their dependents who may be evacuated from overseas areas.

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11. Attachments 1 and 2 to this Instruction will be reissued at least annually to assure the availability of current information on personnel.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT: [ ]

Executive Officer to the  
Deputy Director for Support

Attachments:

- 1 - O/DDS Roster for Special Duty  
in Crisis Situations
- 2 - DD/S Notification Plan --  
Crisis Situations

SECRET

C-O-N-F-I-D-E-N-T-I-A-L-

OPERATIONS  
3 November 1973

AMENDED  
ATTACHMENT 1 TO  
DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-13

ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS  
OFFICE OF THE DD/M&S

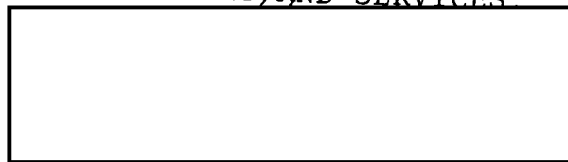
1. Following is the roster of duty officers to man the Office of the DD/M&S on a 24-hour basis if required and who should be ready for prompt departure on temporary duty in the United States or abroad:

<u>Name</u>	<u>Office</u>	<u>Home</u>

25X1

2. A new list of those who would man the DD/M&S Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

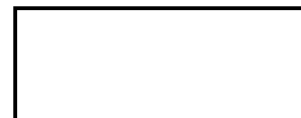
FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES.



Executive Officer

25X1

C-O-N-F-I-D-E-N-T-I-A-L



25X1

OPERATIONS  
14 NOVEMBER 1974

AMENDED  
ATTACHMENT 1 TO  
DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-13

ROSTER FOR SPECIAL DUTY IN CRISIS SITUATIONS  
OFFICE OF THE DD/A

1. Following is the roster of duty officers to man the Office of the DD/A on a 24-hour basis if required and who should be ready for prompt departure on temporary duty in the United States or abroad:

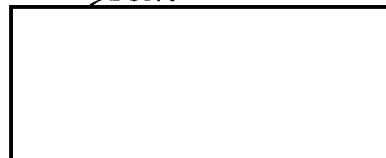
25X1

<u>Name</u>	<u>Office</u>	<u>Home</u>

2. A new list of those who would man the DD/A Office will be prepared by the first duty officer responding to a crisis situation. The new list will take into consideration all employees of the Office and those who may be needed for temporary duty elsewhere.

FOR THE DEPUTY DIRECTOR FOR ADMINISTRATION:

25X1



Executive Officer to the  
Deputy Director for Administration

CONFIDENTIAL

25X1





**SECRET**

SECURITY  
1 November 1972

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-14

*Revised by  
AN 76-20  
dtd 12/28/76*

INSTRUCTIONS FOR DEPLOYING  
THE INITIAL EMERGENCY RELOCATION FORCE

25X

Rescission: DD/S Administrative Instruction No. 71-6, 28 December 1971

1. For the guidance of principals and alternates on the Initial Emergency Relocation Force Roster, the current procedures for deploying the Force are set forth below.

2. The Initial Emergency Relocation Force may be deployed  under any one of the following conditions:

a. Upon public announcement by the President directing the relocation of personnel of the Executive Branch having essential wartime functions, or

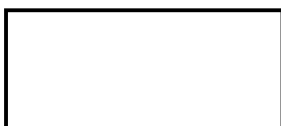
b. Upon orders by the Director of Central Intelligence or by a Deputy Director speaking on his behalf, or

c. Upon the sounding by civil defense authorities of the Attack Warning Signal, which consists of a 3- to 5-minute wavering tone on outside public warning devices or sirens, or short blasts on horns or other warning devices within buildings, or

d. Upon receipt of notification of the declaration of Defense Readiness Condition (DEFCON) 1, or

e. As soon after an actual enemy attack without any warning signal as local authorities permit travel.

3. When orders are issued under 2b above, the attached notification plan will be used. (See Attachment 1.) In the event that any individual to be contacted cannot be located, it is the responsibility of each person in column 1 to notify an appropriate alternate on the Initial Emergency Relocation Roster.



**SECRET**

SECRET

25X1

4. Advance parties of the Initial Emergency Relocation Force, in size up to 25 percent of its total strength, will be deployed to the emergency relocation site  upon receipt of notification of the existence of DEFCON 2. The exact size and content of such advance parties will depend upon the situation at the time.

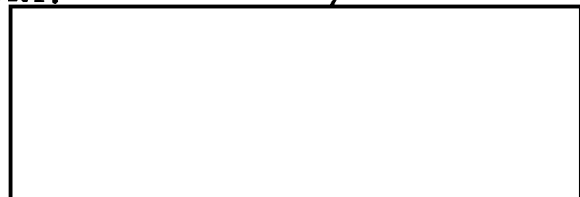
5. The Head of each Office or Staff is responsible for establishing an expeditious means for notifying Emergency Force personnel of their respective components, for maintaining current rosters and transportation arrangements to the relocation site, and for designating an advance cadre of his Initial Emergency Relocation Force to move to the relocation center when directed by the Deputy Director for Support. In notifying members of the Initial Emergency Relocation Force by unprotected means of communication, the appropriate DEFCON term will be used (See Attachment 2).

6. Each person in column 2 of the notification plan is responsible for notifying the appropriate person in column 1 of any change in his telephone numbers and for furnishing or obtaining his own private transportation. Alternates in the Office of the DD/S should report changes to the DD/S Senior Emergency Planning Officer.

25X1

7. Attachment 1 to this Instruction will be reissued at least annually to assure the availability of current information on personnel.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:



Executive Officer to the  
Deputy Director for Support

Attachments:

- 1 - Emergency Notification Plan
- 2 - DEFCON System

SECRET

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Next 2 Page(s) In Document Denied

ADMINISTRATIVE - INTERNAL USE ONLY

*Rec'd by AI 73-4  
dtd 11 Apr 73*MANAGEMENT  
1 November 1972DD/S ADMINISTRATIVE  
INSTRUCTION NO. 72-15

## DD/S REPORTING SYSTEM

Rescission: DD/S Administrative Instruction No. 65-7, 18 May 1965

1. A reporting system is established to assure that the Deputy Director for Support is aware of important activities taking place in the Support Directorate. Each Support Office will submit a weekly report to the Office of the DD/S by 3:00 p.m. on the day indicated below:

Monday	Office of Personnel Office of Security
Tuesday	Office of Communications Office of Logistics
Wednesday	Office of Medical Services
Thursday	Office of Training
Friday	Office of Finance

Such reports will cover significant activities of the previous week. They should be brief and concise, but should include all key points. Negative reports are required.

STAT

2. From time to time urgent items or those valuable because of their timeliness will occur during the week. These should be passed to the Office of the DD/S either by telephone or short memorandum as they occur. Such items should be included in the following weekly report.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

Executive Officer to the  
Deputy Director for Support

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*Received by  
AN 76-20  
dtd 12/28/76*

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PERSONNEL  
19 January 1973

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 73-1

Rescission: DD/S Administrative Instruction No. 65-2  
dated 2 April 1965

FITNESS REPORTS ON SENIOR OFFICERS .

1. The Deputy Director for Support would like to review fitness reports on certain key officials of the Support Directorate. He will be the reviewing official on all Office Deputies, both general and functional. He will review any other fitness report when requested to do so by the appropriate Office Director. Fitness reports on all supergrade personnel and all personnel assigned to supergrade slots will be forwarded to the Deputy Director for Support whether or not he is to be the reviewing official. In any case when not the reviewing official the Deputy Director for Support will at his discretion act as a second reviewer.

2. The Office of the Deputy Director for Support will retain one copy of fitness reports on members of the Support Career Service only.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

STAT



Executive Officer to the  
Deputy Director for Support

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*Revised by AI 73-10  
dtd 30 May 73*

PERSONNEL  
14 February 1973

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 73-2

STAT

PROCEDURES FOR SUPPORT DIRECTORATE  
CERTIFICATE OF MERIT RECOMMENDATIONS

Reference:

1. Background

Authority for the granting of Certificates of Merit to Support Directorate Careerists has been delegated to the Deputy Director for Support. Under the new procedure, Certificate of Merit recommendations will no longer be submitted to the Honor and Merit Award Board (HMAB) and the Director of Central Intelligence for approval. Recommendations for other honor or merit awards will continue to be processed through the HMAB

STAT

2. Policy

The Deputy Director for Support encourages submission of Certificate of Merit recommendations for appropriate acts of merit or superior performance. Recommendations will be approved where sufficient justification is presented by the originating office.

3. Procedures

The complete Directorate procedure by which an award of the Certificate of Merit may be recommended, approved and processed is described below:

a. Originating Officer

Prepares and forwards a recommendation in three copies to the Deputy Director for Support using Form 600. The recommendation should be signed by the Head of the Career Service and bear the concurrence, if appropriate, of other components involved. Attachments to the recommendation should include:

Biographic profile (updated)  
Fitness Reports (most recent plus one covering  
period of award - if for a special act)  
Proposed Citation  
Presentation Briefing Notes (Format Attached)

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b. DD/S Awards Review Officer

Reviews and forwards the recommendation to DD/S for approval.

c. Deputy Director for Support

Reviews recommendation and approves or disapproves.  
Returns to DD/S Awards Review Officer.

d. DD/S Awards Review Officer

Documents and records action taken.  
Forwards all copies to HMAB Recorder.

e. HMAB Recorder

Retains copy of record for HMAB.  
Forwards two copies to ES/HMAB for records.

f. Executive Secretary/HMAB

Forwards one copy of recommendation to Office of Security and Central Cover Staff.

g. Director of Security and Chief, Central Cover Staff

Reviews Cover and Security considerations.  
Prepares Security letter and returns to HMAB Recorder.

h. HMAB Recorder

Forwards Security memorandum with cover letter to Originating Office thru DD/S Awards Review Officer with copies to ES/HMAB and to Official Personnel Folder.  
Prepares Citation and Certificate and forwards to Executive Secretary/HMAB.

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i. Executive Secretary/HMAB

Arranges ceremony (Citation, photos, and guests).  
Forwards recommendation, biographic data, and  
background notes to the official who will present  
the award.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:


STAT

Executive Officer to the  
Deputy Director for Support

Attachment



ADMINISTRATIVE - INTERNAL USE ONLY

Suggested Format for Background Briefing Notes  
for the Presentation of an Agency Award

NOTES FOR PRESENTATION OF AWARD

Background notes are to be prepared and forwarded with Award recommendation materials. These notes will be provided to the presenter of the award to draw upon for his presentation. They should be developed into a comprehensive briefing document which will present highlight biographic data and develop information on points such as those described below. An updated biographic profile should be attached to complement the highlight material in the briefing notes.

Previous Awards and Commendations

Overseas Service

(Include information about tours of particular significance. Some aspects of overseas tours may be good points to highlight as anecdotes.)

Principal Headquarters Service

(Include information about special assignments and accomplishments.)

Family

(This information will provide the presenter with some personal understanding of the awardee and may include but need not be limited to such information about the family as: spouse's nickname, outside interests, activities and accomplishments; and children's names, ages, current activities, schools, studies, employment and accomplishments.)

Plans for the Future

(Anticipated assignments, retirement activities, second careers, etc.)

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-2-

Hobbies and Interests

(If possible list achievements in the awardee's favorite and current activities.)

Anecdotal Material

(Depending upon the sobriety of the presentation, the notes should include appropriate personalizing information about the presentee. This material should, if possible, tie the awardee and the presenter together by activity, common involvement, etc. This information should be most fully developed when the award is intended to honor a career of meritorious service.)

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*Revised by  
AN 76-20  
dtd 12/28/76*

ADMINISTRATIVE - INTERNAL USE ONLY

CORRESPONDENCE  
23 February 1973

DD/S ADMINISTRATIVE  
INSTRUCTION NO. 73-3



STANDARD TYPE STYLE FOR CORRESPONDENCE

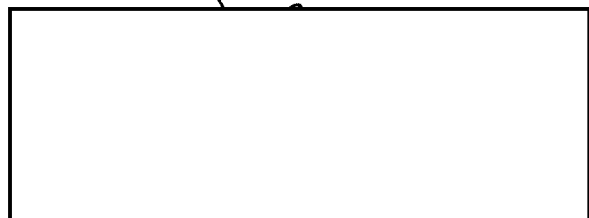
1. The immediate Office of the Deputy Director for Support often has a problem with paper transiting the Office enroute to another Directorate or Component. If a change is desired in a memorandum, or if a mistake needs to be corrected and the type style of the paper received differs from the type styles of available typewriters in the O/DDS, then: (a) the paper must be sent back to the originating office for retyping; or (b) the whole paper is retyped within the O/DDS. This process is dysfunctional to the need for a more rapid movement of correspondence.

2. Therefore, effective 2 April 1973, all typewritten memoranda and other correspondence, as described above, will be typed in the type style - DELEGATE CODE 070 - prepared on an IBM Selectric typewriter in the 10 pitch mode.

3. A minimum number of typewriters should be in place in Support components by the prescribed date. To minimize replacement costs, use available IBM Selectric I typewriters where possible. The Office of Logistics has a supply of Selectric II's  available for immediate issue. STAT

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

STAT



Executive Officer to the  
Deputy Director for Support

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74-5  
del 8 Oct 74

ADMINISTRATIVE - INTERNAL USE ONLY

MANAGEMENT  
11 April 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-4

DD/M&S REPORTING SYSTEM

Rescission: DD/S Administrative Instruction No. 72-15,  
dated 1 November 1972

1. A reporting system is established to ensure that the Deputy Director for Management and Services is aware of important activities taking place in the Directorate. Each Office will submit a weekly report (single-spaced) to the Office of the DD/M&S by 1:00 p.m. on Fridays (1:00 p.m. on Thursday when Friday is a holiday) covering the week ending Friday a.m. Such reports will describe significant activities occurring since submission of the preceding weekly report. They will also identify matters of possible interest to the DD/M&S expected to develop during the forthcoming week.

2. The format for each report is left to the judgment of the respective Office Director, but should reflect his personal attention to the selection and description of the subjects included. While the reports should be brief and concise, they should also be complete so that further clarification for the DD/M&S will seldom be necessary. Negative reports are required.

3. From time to time urgent items or those valuable because of their timeliness will occur during the week. These should be mentioned to the DD/M&S in his morning meeting, by telephone or by a brief memorandum as they occur. Such items should be included in the following weekly report.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

[Redacted Signature Box]

STAT

Executive Officer to the  
Deputy Director  
for Management and Services

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*Recorded by  
AN 76-20  
dtd 12/28/76*

RECORDS AND CORRESPONDENCE  
30 April 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-5

NEW FORMAT OF MEMORANDA FOR APPROVAL OF THE  
DCI, DDCI, AND EXECUTIVE SECRETARY,  
CIA MANAGEMENT COMMITTEE ✓


1. The Executive Secretary, CIA Management Committee has established a new format for memoranda sent to the DCI, DDCI, or Executive Secretary, CIA Management Committee for approval. A copy of the new format is attached and is to be used for all such memoranda. It is expected that the new format will simplify papers sent to the Office of the Director and thus reduce verbiage considerably.

2. Any memorandum or document sent to the Management Committee for review or action is distributed to other interested members and components. Sufficient copies for such distribution should be forwarded with your memorandum.

3. Memoranda addressed to the DD/M&S should also follow the new format.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

STAT

  
Executive Officer to the  
Deputy Director  
for Management and Services

Attachment

ADMINISTRATIVE - INTERNAL USE ONLY

SAMPLE FORMAT

MEMORANDUM FOR: Director of Central Intelligence

VIA : (Deputy Director of Central Intelligence,  
Executive Secretary, CIA Management  
Committee, or both)

FROM : (As Appropriate)

SUBJECT : (As Appropriate)

1. Action Requested: Summarize in a few sentences what it is  
you wish the addressee to do, i. e., approve a continuing contract, re-  
tirement extension, marriage to an alien, etc.

2. Basic Data or Background: Summarize the essential elements  
of information pertaining to the action.

3. Staff Position: Indicate the approval or position of the Office  
or Division in your chain of command. Leave a few lines for entry of  
senior staff comment, i. e., OGC, OLC, IG, D/PPB, D/DCI/IC, etc.

4. Recommendation: (Self-explanatory)

(Name) \_\_\_\_\_

Deputy Director for (Directorate)

APPROVED: \_\_\_\_\_

DISAPPROVED: \_\_\_\_\_

*Recorded by  
AN 76-20  
dtd 12/28/76*

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PERSONNEL  
26 April 1973


DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-6  
30 APR 1973

STAT

DELEGATION OF AUTHORITY  
RETURN PRIOR TO END OF TOUR OF DUTY


Reference:



The Special Support Assistant to the Deputy Director for Management and Services is hereby delegated the authority to approve the return of an individual before he completes his tour of duty abroad, subject to the limitations specified in  (as revised 19 October 1971).

STAT

STAT

  
HAROLD V. BROWMAN  
Deputy Director  
for  
Management and Services

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*Rescinded by*  
*AN 76-28*  
*dtd 12/28/76*

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TRAVEL  
9 May 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-7

TEMPORARY DUTY FOREIGN TRAVEL

Rescissions: DD/S Administrative Instruction No. 72-10,  
dtd 26 Oct 72  
Multiple adse memo dtd 27 Sep 57 fr DD/S,  
same subj

1. The requirement for semi-annual schedules of proposed foreign TDY travel prescribed in the 1957 DD/S memorandum noted above is hereby canceled. The Deputy Director for Operations will continue to monitor and concur in TDY foreign travel through the present system whereby the SSA-DD/M&S processes individual travel orders for Directorate members. Where circumstances permit, travel proposals should be submitted to the SSA-DD/M&S at least 60 days prior to requested time of departure.
2. Because senior members of the Directorate are able to make only a limited number of TDY visits to overseas installations each year, an informal procedure has been devised to aid in extending the value that can be realized from each such trip. Under the procedure (a) special briefings will be arranged for the senior officers to acquaint them with M&S activities at the stations and bases to be visited, and (b) senior officers will be expected to receive comments and observations from the Chiefs of Station on any aspect of M&S interests and upon their return to Headquarters to report such comments, problems, and observations to the appropriate M&S offices for their attention or action. Senior officers will not take definitive action in areas outside their specialties.
3. The SSA-DD/M&S will continue to act as Authorizing Official on foreign TDY travel of personnel of the M&S Offices and Staff.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

[Redacted Signature Box]

STAT

Executive Officer

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*Recorded by  
AN 76-20  
dtd 12/28/76*

LOGISTICS  
10 May 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73 - 8

APPROVAL AND JUSTIFICATION FOR REQUESTING  
SAFES AND FILE EQUIPMENT

1. Effective 8 May 1973, the Deputy Director for Management and Services delegated to the Special Assistant for Information Control (SAIC) authority to approve all requests for safe-keeping equipment. Accordingly, all such requests, with justification, will be forwarded to the Office of Logistics through the SAIC.

2. Also, effective the same date, the SAIC is responsible for performing the necessary senior level review of all requests for file equipment. Additionally, he will approve requests for this equipment. Requests for file equipment should be routed as follows:

- a. Special Assistant for Information Control  
2E42 Headquarters
- b. Chief, Logistics Services Division, OL  
3E30 Headquarters

3. To reduce the requirement for additional equipment, special attention should be given to transferring records  STAT

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

STAT

Executive Officer to the  
Deputy Director  
for Management and Services

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*Revised by*  
*76 AN 76-20*  
*dtg 12/28/76*

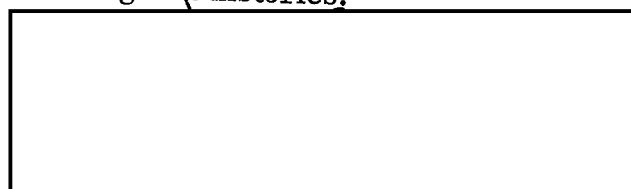
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ORGANIZATION  
11 May 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-9

TERMINATION OF SUPPORT SERVICES HISTORICAL BOARD ✓

Effective immediately the Support Services Historical Board is terminated. This body no longer serves a useful function as the Directorate Component histories now are completed or nearly completed. Future histories will be related to events Agency-wide in scope.  CIA STAT  
Historical Staff, DD/M&S, will continue to be the Management and Services Historical Officer. The Executive Officer, DD/M&S is responsible for conducting pre-publication review of the remaining unit histories.



STAT

Executive Officer to the  
Deputy Director  
for Management and Services

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*Rescinded by  
AN 76-20 dtd  
12/28/76*

PERSONNEL  
30 May 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-10

PROCEDURES FOR MANAGEMENT AND SERVICES DIRECTORATE  
HONOR AND MERIT AWARD RECOMMENDATIONS ✓

Rescission: DD/S Administrative Instruction No. 73-2,  
dated 14 February 1973

STAT Reference :

1. Background

Authority to approve Certificates of Distinction and Certificates of Merit for Management and Services Directorate careerists has been delegated to the Deputy Director for Management and Services. The Honor and Merit Awards Board will review Certificate of Distinction recommendations to ensure uniformity in usage for this level of award. Certificate of Merit recommendations will not be reviewed by the Honor and Merit Awards Board. Recommendations for other honor or merit awards will continue to be submitted through the Honor and Merit Awards Board for Director of Central Intelligence approval .

STAT

2. Policy

The Deputy Director for Management and Services encourages submission of recommendations for Certificates of Merit and Certificates of Distinction where recognition for a significant single act of merit or sustained superior performance of duty or courageous performance under hazardous conditions is appropriate. Recommendations will be approved where sufficient justification is presented by the originating office.

3. Procedures

The Directorate procedures by which Certificates of Merit and Certificates of Distinction may be recommended, approved and processed are described below:

- 2 -

a. Originating Officer

Prepares and forwards a recommendation in three copies to the Deputy Director for Management and Services using Form 600. The recommendation should be signed by the Head of the Career Service and bear the concurrence, if appropriate, of other components involved. Attachments to the recommendation should include:

Biographic profile (updated)  
Fitness Reports (most recent plus one covering period of award if for a special act)  
Proposed Citation  
Presentation Briefing Notes (format attached)

b. DD/M&S Awards Review Officer

Reviews and forwards the recommendation to DD/M&S for approval.

c. Deputy Director for Management and Services

Reviews recommendation and approves or disapproves. Returns to DD/M&S Awards Review Officer.

d. DD/M&S Awards Review Officer

(1) Certificate of Merit

Documents and records action taken.  
Forwards all copies to HMAB Recorder.

(2) Certificate of Distinction

Documents and records action taken.  
Forwards all copies to Executive Secretary, HMAB for review of action taken.

e. HMAB Recorder

(1) Certificate of Merit

Retains copy of record for HMAB.  
Forwards two copies to ES/HMAB for records.

ADMINISTRATIVE - INTERNAL USE ONLY

-3-

f. Executive Secretary/HMAB

(1) Certificate of Merit

Forwards one copy of recommendation to  
Office of Security and Central Cover Staff.

(2) Certificate of Distinction

Submits recommendation for HMAB concurrence  
review.

Forwards record copy to HMAB Recorder.

Retains copy for ES/HMAB.

Forwards one copy of recommendation to  
Office of Security and Central Cover Staff.

g. Director of Security and Chief, Central Cover Staff

Review cover and security considerations.  
Prepares security letter and returns to HMAB  
Recorder.

h. HMAB Recorder

Forwards security memorandum with cover letter  
to Originating Office through DD/M&S Awards Review  
Officer with copies to ES/HMAB and to Official  
Personnel Folder.

Prepares Citation and Certificate and forwards  
to Executive Secretary/HMAB.

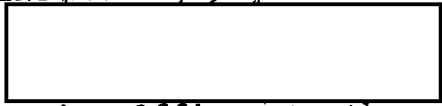
i. Executive Secretary/HMAB

Arranges ceremony (Citation, photos and guests).  
Forwards recommendation, biographic data and  
background notes to the official who will present  
the award.

These procedures also may be followed for submission of other  
honor or merit award recommendations to the HMAB. The only  
difference in the procedures is the level of approval required  
for granting the award.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

STAT

  
Executive Officer to the  
Deputy Director  
for Management and Services

Attachment

Suggested Format for Background Briefing Notes  
for the Presentation of an Agency Award

NOTES FOR PRESENTATION OF AWARD

Background notes are to be prepared and forwarded with Award recommendation materials. Those notes will be provided to the presenter of the award to draw upon for his presentation. They should be developed into a comprehensive briefing document which will present highlight biographic data and develop information on points such as those described below. An updated biographic profile should be attached to complement the highlight material in the briefing notes.

Previous Awards and Commendations

Overseas Service

(Include information about tours of particular significance. Some aspects of overseas tours may be good points to highlight as anecdotes.)

Principal Headquarters Service

(Include information about special assignments and accomplishments.)

Family

(This information will provide the presenter with some personal understanding of the awardee and may include but need not be limited to such information about the family as: spouse's nickname, outside interests, activities and accomplishments; and children's names, ages, current activities, schools, studies, employment and accomplishments.)

Plans for the Future

(Anticipated assignments, retirement activities, second careers, etc.)

ADMINISTRATIVE - INTERNAL USE ONLY

- 2 -

Hobbies and Interests

(If possible, list achievements in the awardee's favorite and current activities.)

Anecdotal Material

(Depending upon the sobriety of the presentation, the notes should include appropriate personalizing information about the presentee. This material should, if possible, tie the awardee and the presenter together by activity, common involvement, etc. This information should be most fully developed when the award is intended to honor a career of meritorious service.)

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*recorded by  
AN 76-20  
dtd 12/28/76*

ORGANIZATION

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-11

15 JUN 1973

ESTABLISHMENT OF MANAGEMENT AND SERVICES  
ADVISORY GROUP

1. Effective 2 July 1973, there is established the Management and Services Advisory Group (MSAG). The purpose of MSAG is to identify and study issues and problems affecting plans, programs and actions of the Management and Services Directorate and to make recommendations to the DD/M&S on those problems studied thereby providing a forum for continuing dialogue between senior management and employees of this Directorate. While most of MSAG's efforts are self-generated, management-related suggestions from any employee in the Directorate are welcomed.

2. MSAG has no formal production responsibility, nor is it intended to replace existing formal command channels. Further, MSAG is not the appropriate body to hear specific personal grievances since there are grievance procedures already available. Rather, MSAG seeks to improve the efficiency of the Directorate and to improve the overall environment in which the employee works. To accomplish this, it may call on any employee in the Directorate to provide information or guidance.

3. MSAG is composed of ten officers, one from each of the functional offices and one from the Support Career Service. Members are selected generally from the age group 30 to 45 and from grades GS-11 through GS-14. The tour of participation is for one year, with one-half of those initially selected serving for six months. The Group selects its chairman and co-chairman, who serve for three-month terms. The co-chairman presides in the absence of the chairman and maintains a current working file on Group activities. Administrative and clerical support is provided by the DD/M&S Executive Office. The Group meets at least once each month, preferably during non-duty hours.

ADMINISTRATIVE - INTERNAL USE ONLY



ADMINISTRATIVE - INTERNAL USE ONLY

- 2 -

4. Nominees for participation in MSAG should be forwarded to the DD/M&S no later than 20 June 1973. A brief narrative statement about the nominee's qualifications, an updated biographic profile and a recent photograph of the employee should be included when making the nomination. Only one nomination from each office is required. Nominees for an initial term of six months beginning 2 July 1973 are to be made by the Offices of Communications, Finance, Logistics, Medical Services and Personnel. These offices will submit replacement nominations by 15 December 1973 and each year thereafter. The Offices of Security, Training, Joint Computer Support, Planning, Programming and Budgeting and the Support Career Service will make nominations for one year beginning 2 July 1973. These components will submit replacement nominations by 15 June each year thereafter.



HAROLD L. BROWMAN  
Deputy Director  
for  
Management and Services

STA

*Resubmitted by  
AN 76-20  
dtd 12/28/76*

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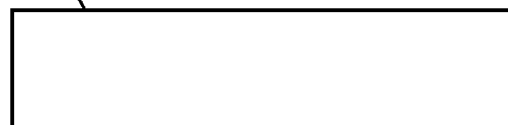
PERSONNEL  
19 June 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-12

MANAGEMENT AND SERVICES CAREER BOARD

1. To foster and encourage Directorate-wide development of senior personnel, beginning 1 July, the Management and Services Career Board (comprised of the Heads of the Directorate Offices and chaired by the ADD/M&S) will be responsible for career matters for all M&S careerists grade GS-16 and above. Particular emphasis will be given to training and inter-Service assignments, as well as promotion rankings. While the primary purpose of this change is the development of broad-gauged managers, full consideration will be given to the development and advancement of non-managerial specialists.

2. The Board will also review and approve all changes of assignment of GS-15 members of the respective component Career Services and all recommendations for promotion to grade GS-15. While the Board will not be responsible for the internal career development practices of the respective Services, it is to be expected that the development of criteria for promotion to grades GS-15 and GS-16 will provide general guidance for the Services headed by the Board members.



STAT

HAROLD L. BROWNMANN  
Deputy Director  
for  
Management and Services

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*Decided by  
AN 76-20  
dtd 12/28/76*

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TRAVEL  
14 June 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-13

DELEGATION OF AUTHORITY  
TDY PER DIEM FOR DEPENDENTS

STAT

Reference:

The Special Support Assistant to the Deputy Director for Management and Services is hereby delegated the authority to approve TDY per diem for dependents for this Directorate.

STA

HAROLD L. BROWNMAN  
Deputy Director  
for  
Management and Services

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*Rescinded by  
AN 76-20  
dtd 12/28/76*

ORGANIZATION  
21 June 1973

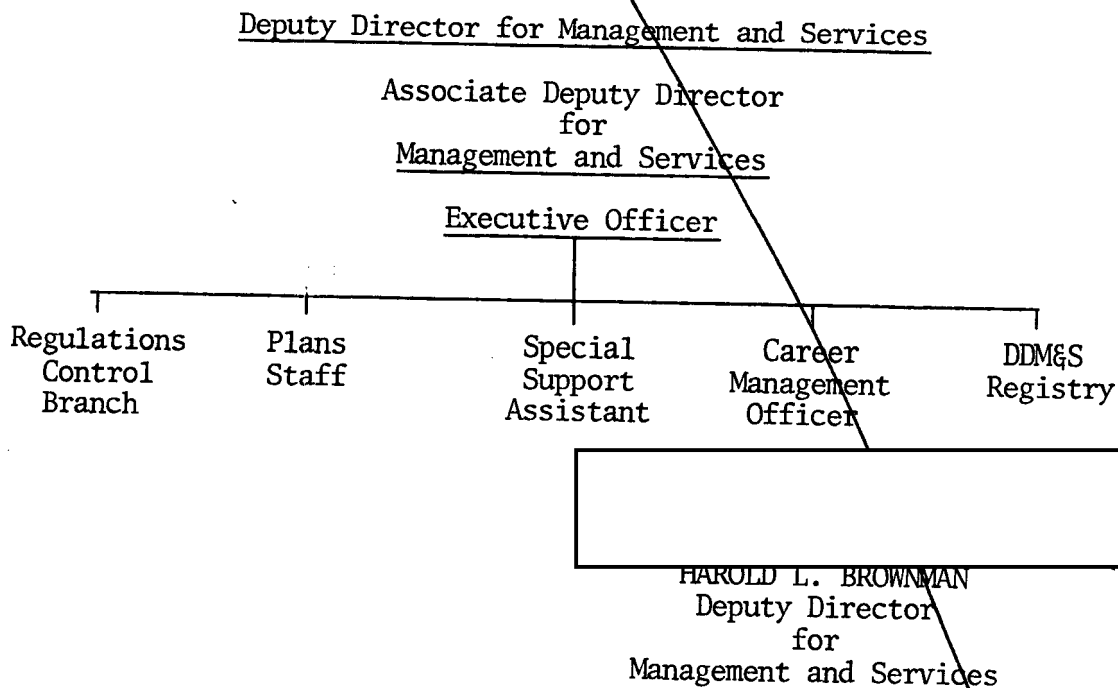
DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-14

FUNCTIONS OF THE EXECUTIVE OFFICER

1. For the purpose of improving overall efficiency and operating effectiveness of the Office of the Deputy Director for Management and Services, effective 1 July 1973 the staff chiefs identified below will report to me and the ADD/M&S through the Executive Officer. I plan to make greater use of the Executive Officer in managing, in my behalf, the activities of the staff and many routine matters of the Directorate.

2. The delegations of authority I have vested in members of my staff remain unchanged.

3. The revised organizational chart for the Office of the Deputy Director for Management and Services is:



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*Rescinded by  
AN 76-28  
dtd 12/28/76*

ORGANIZATION  
22 June 1973


DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-15

STAFF MEETINGS

1. Effective 2 July 1973 the daily DD/M&S staff meeting will begin at 0840 hours in the Conference Room, 7D 34, Headquarters.

2. In addition to the ADD/M&S and EO-DD/M&S, each M&S Office Director or his Deputy will regularly be present at these meetings. Other Directorate officers will be asked to attend when matters of particular interest to them are scheduled for discussion.

STAT

  
HAROLD L. BROWMAN  
Deputy Director  
for  
Management and Services

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*Rescinded by*  
*AI # 74-1*  
*dtd - 1/22/74*

PERSONNEL  
28 June 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-16

ORGANIZATION OF THE MANAGEMENT AND SERVICES CAREER BOARD,  
ESTABLISHMENT OF DEPUTY DIRECTOR'S PANEL AND  
REORGANIZATION OF STAFF OPERATIONS PANEL FOR THE MG CAREER SERVICE

Rescission: DD/S Administrative Instruction No. 72-4

1. Background

As a result of the restructuring of certain career service functions in the Management and Services Directorate, the Deputy Director for Management and Services hereby recognizes the M&S Career Service system and the MG Career Service as set forth below.

2. Management and Services Career Board

The Management and Services Career Board is hereby reconstituted. Membership will be as follows:

Chairman	The Associate Deputy Director for Management and Services (ADD/M&S)
Voting Members	The Directors of the Offices of Communications, Finance, Logistics, Medical Services, Personnel, Security, Training, Joint Computer Support and Planning, Programming and Budgeting --with their respective Deputies as alternates.
Executive Secretary	The Career Management Officer (CMO) for the M&S Career Service.

The Management and Services Career Board will:

a. consider and make recommendations to the Deputy Director for Management and Services on policy and major procedural matters as they may affect the M&S Directorate Career Services;

SECRET

-2-

b. evaluate competitively all M&S Directorate Careerists for promotion to (or at) the supergrade level and review Directorate recommendations for all promotions of GS-14's and 15's;

c. review and make recommendations to the Deputy Director for Management and Services regarding reassignments and nominations of the several career services for the Senior Schools, Executive Development Programs, and full-time, professional training for GS-15 and supergrade personnel;

d. perform other personnel management functions as directed by the Deputy Director for Management and Services.

3. Deputy Director's Panel

The Deputy Director's Panel will be composed of the Associate Deputy Director for Management and Services (Chairman), the Special Support Assistant to the DD/M&S, the Executive Officer to the DD/M&S, the Career Management Officer for the M&S Career Service, and two appointees of supergrade rank who were previous members of the Career Service. The term of office of these latter two members will be generally limited to an 18-month period. Appointments to the Panel will be purposely staggered to provide for continuity.

The Deputy Director's Panel will:

a. continuously review all requirements for MG Career Service Officers at the GS-15 level and make assignment recommendations as appropriate;

b. review and take action on requests for extensions of tour and second tours, conversions to career employee status, requests or nominations for training, and other personnel matters concerning MG careerists at the GS-15 level;

c. perform a competitive evaluation of all MG careerists for promotion to the supergrade level for review by the Management and Services Career Board;

d. perform other personnel management functions as directed by the Deputy Director for Management and Services.

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SECRET

-3-

#### 4. Staff Operations Panel

The Staff Operations Panel will ensure that the Deputy Director for Management and Services may have the benefit of the advice and counsel of senior M&S Officers who are knowledgeable of position requirements, the inevitable diversity in career patterns and the qualifications of MG careerists. The Staff Operations Panel will be composed of a Chairman who will be the Career Management Officer (CMO) for the MG Career Service, the Assistant Career Management Officer who will serve as Executive Secretary to the Panel, and five senior officers (GS-15 or above) who collectively have a wide range of Agency experience and prior membership in the Career Service. Excepting the permanent status of both the Chairman and the Executive Secretary, who will both serve at the pleasure of the DD/M&S, membership on the Staff Operations Panel will be generally limited to an 18-month period. Appointments to the Panel will be purposely staggered to provide for a degree of continuity in its deliberations.

The Staff Operations Panel will:

- a. consider and make recommendations to the Deputy Director for Management and Services on policy and major procedural matters as they may affect MG careerists at the GS-14 level and below;
- b. continuously review all requirements for MG officers at the GS-14 level and below and make recommendations regarding the assignments of available MG careerists to the Deputy Director for Management and Services;
- c. perform competitive evaluations of all MG careerists for promotion up to and including the GS-15 level and make appropriate recommendations to the Deputy Director for Management and Services;
- d. recommend to the Deputy Director's Panel all outstanding MG careerists in grades GS-14 and below who, in the judgment of the Staff Operations Panel, should be assigned to positions at the GS-15 level;
- e. review and make recommendations to the Deputy Director for Management and Services on requests for extensions of tour and second tours, transfers to the MG career service, conversions to career employee status, requests and nominations for full-time professional training, and other personnel matters concerning MG careerists in grades GS-14 and below;

SECRET



SECRET

-4-

f. perform other personnel management functions as directed by the Deputy Director for Management and Services.

The Chairman of the Staff Operations Panel will select subpanels to assist in any specific reviews or career planning activities which may be assigned by the Deputy Director for Management and Services, or which his Panel may wish to undertake.

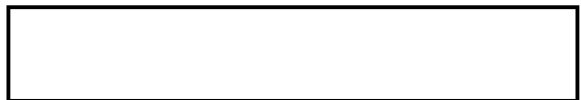
5. Procedures

The deliberations of the Staff Operations Panel, the Deputy Director's Panel and the Management and Services Career Board will be recorded in the form of Minutes by the Executive Secretary.

6. Membership

The attachment to this Administrative Instruction sets forth the appointed membership of the Deputy Director's and Staff Operations Panels and the expiration date of the appointments.

STAT



HAROLD L. BROWMAN  
Deputy Director  
for  
Management and Services

Attachment






SECRET

PERSONNEL  
28 June 1973

ATTACHMENT TO  
DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-16

Members of Deputy Director's Panel

Expiration of Appointment

- 25X1
1. Robert S. Wattles, ADD/M&S, Chairman
  2.  EO-DD/M&S
  3.  SSA-DD/M&S
  4. 
  5. 
  6.  CMO-DD/M&S,  
Executive Secretary

Indefinite  
Indefinite  
Indefinite  
31 December 1973  
31 December 1974  
Indefinite

Members of Staff Operations Panel

Expiration of Appointment

- 25X1
1.  CMO-DD/M&S, Chairman
  2. 
  3. 
  4. 
  5. 
  6. 
  7. Assistant CMO-DD/M&S, Executive Secretary

Indefinite  
31 March 1974  
31 December 1975  
31 December 1973  
30 June 1974  
31 December 1975  
Indefinite

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*Received by  
AN 76-30  
dtd 12/28/76*MANAGEMENT  
13 July 1973DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-17MANAGEMENT AND SERVICES DIRECTORATE  
PROGRAM AND PERFORMANCE EVALUATION SYSTEM ✓

1. Performance evaluation is a key element of the Agency management system. Last February the Management Committee approved a memorandum submitted by the Executive Secretary which said, "Evaluation systems....must be established within the Directorates to measure the degree of accomplishment of the Director's and Deputy Directors' objectives. These evaluation systems will provide for systematic evaluation by line managers of the effectiveness of their programs, plus independent review at the Deputy Director and Director level. These evaluation systems must be translatable into comparative indicators of achievement or non-achievement of objectives...." In January 1973, the Executive Director-Comptroller issued a paper under the title, "Evaluation Systems", which said in part: "A fundamental principle is unit self-evaluation, conjoint with external review at next higher management level. Evaluation, as part of line management responsibility, should be useful and valuable to the line manager - Branch, Office, Directorate. If it is not, then the system has been poorly designed. In this concept, each component is required to compare its own performance and progress with its own objectives, and make its own evaluations. Progress reports and/or briefings reflecting achievement and shortfall with respect to objectives are prepared in sufficient factual detail that, when combined with additional information acquired by or available to the next higher review body, the latter is then able to arrive at an independent appraisal, either validating or amending the unit self-evaluation."

"Offices....are the first level for formal performance evaluation. Offices....will need to concern themselves with all three aspects of performance, effectiveness (outputs and their value to customers), product quality, and efficiency (productivity). Offices....will find it necessary to develop or improve internal reporting and review procedures."

".... Directorates will be expected to establish or improve Directorate level review bodies:

"a. The Directorate review staff (i.e., the DD/M&S Plans Staff) will assemble, summarize and analyze data for the Deputy Director concerning

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-2-

performance (degree and quality of achievement) with respect to Directorate and DCI objectives.

"b. The Directorate staff will, in conjunction with Offices, establish the specifications and requirements for performance reporting and review from the Offices, in a fashion to display comparability of effectiveness against objectives.

"c. The Directorate staff will be charged with the responsibility for analysis and for other research and development related to evaluation and measurement techniques, and with the introduction of new methods and techniques as are feasible and appropriate."

2. Each Office Director in the Management and Services Directorate is expected to establish an internal evaluation and reporting system which will satisfy his internal requirements and responsibilities for monitoring and controlling progress toward the achievement of objectives in conformance with action plans.

3. The Management and Services Directorate evaluation system comprises three major elements:

a. Bimonthly management conferences for oral reporting by Office Directors to the DD/M&S.

b. Bimonthly written reports to be submitted to the DD/M&S Plans Staff five (5) working days before the scheduled oral report by the Office Director.

c. Periodic ad hoc inquiry, design and implementation of certain program impact evaluations, and review of progress and work plans by the DD/M&S Plans Staff in cooperation with the responsible planning elements in each Office.

4. Bimonthly management reports and conferences are intended to enable the Office Director and the DD/M&S to:

a. Review regularly the progress of the Office toward the achievement of its objectives.

b. Determine whether the established objectives continue to be of high priority.

-3-

c. Identify areas where corrective action is or will be necessary to meet a milestone or achieve an objective; assign specific responsibility for carrying out the corrective action; and insure that such action is taken.

d. Evaluate the performance of the people responsible for the achievement of an objective in relation to meeting key milestones and achieving objectives.

e. Discuss in a non-crisis atmosphere all areas of management concern. For example, discussion might center on the need for reallocation of manpower or dollar resources, reordering of priorities within the Office, program budget execution to date, productivity measurement and so forth.

The most important result of these bimonthly management conferences is to identify and resolve management problems. Unless corrective action arises from them, we will have failed to use the M&S Evaluation System as an effective control system. In order to maintain the bimonthly conference schedule, the DD/M&S will meet each week with two or three Office Directors.

5. Five working days before a management conference, the Office Director will submit to the Chief, DD/M&S Plans Staff:

- a. status reports on all objectives;
- b. a list of topics which the Office Director believes should be discussed;
- c. issues which relate to the accomplishment of operational objectives;
- d. a description of each issue and what decision, if any, is expected from the DD/M&S; and
- e. other items of special interest to the Office Director or the DD/M&S.

After consultation with the DD/M&S, the Chief, Plans Staff will notify the Office Director of any substitute or additional topics the DD/M&S wishes to discuss. The revised list of topics will serve as the agenda for the management conference. After each conference, the Chief, Plans Staff will furnish a report on the conference to the DD/M&S and the participating Office Director.

-4-

6. Generally, the status reports will follow the format of the action plans. The format for reporting on the status of a given objective should remain consistent throughout the year. Lengthy narratives are not desired. If a milestone is accomplished on time and no problems are anticipated with future steps, a simple statement to that effect will suffice. If a milestone has not been completed as scheduled, or future milestones are not likely to be completed as scheduled, the reasons for the shortfall should be stated briefly and a new date should be set. Progress toward the achievement of milestones and objectives will be rated on a four point scale, as follows:

- a. + - the activity is measurably exceeding planned performance levels;
- b. = - the activity or project is meeting planned performance levels;
- c. # - the activity or project is not meeting planned or anticipated performance levels due to reasons and factors (technological, operational, etc.) beyond the control of the Agency;
- d. ≠ - the activity is not meeting planned performance levels for reasons over which Agency management has some control.

Several sample formats suggesting the form and content of status reports are attached.

7. If the Office Director considers the problems or reasons causing the shortfall to be of sufficient importance, he should include the objective/milestone on his list of topics to be discussed with the DD/M&S during the management conference (i.e., see paragraph 5c and 5d above). It was mentioned earlier that the most important result of these bimonthly management conferences is to identify and resolve management problems. The management conference is designed to help Office Directors advance toward the achievement of their objectives. The management conference is also designed to be a forum for raising and discussing issues. Discussion of such issues should lead to joint action by the DD/M&S and the Office Director(s) to remove impediments to the achievement of approved objectives and resolution of problems

ADMINISTRATIVE - INTERNAL USE ONLY

- 5 -

not tied to specific objectives. The DD/M&S will provide assistance in resolving intra-Directorate and inter-Directorate problems of a general nature and those impeding the achievement of approved objectives.

8. Significant substantive revisions or modifications of objectives or action plans must be approved by the DD/M&S. Revisions to clarify the way an objective or milestone is stated without changing the substance, or to add more specific milestones without changing the overall timing, may be approved by the Office Director. If you should make such changes, please notify the DD/M&S Plans Staff. Occasionally budgetary changes, new legislation, or new OMB or Agency initiatives will require modification of Office objectives. In such cases, Office Directors should submit a new statement of objectives to the DD/M&S for approval to be added to the list of objectives for that Office or to be substituted for an existing objective of lesser importance. From time to time it may be necessary to revise an objective because the Office will not be able to achieve the original objective during the fiscal year. In such cases new objectives may be submitted to the DD/M&S for approval and, if approved, will be monitored for the remainder of the year. Office Directors will be held accountable for achievement of new objectives, but performance evaluations at ensuing reporting periods will take into account slippages in the originally stated objective as well as the factors which caused the slippage and restatement of the objective.

9. Annual performance evaluations will be incorporated in the Office's annual report in compliance with instructions issued annually.

10. In addition to normal business, the bimonthly management conference to be held in December will focus on Deputy Director objectives for the next two fiscal years (e.g., FY 1975 and FY 1976). During the February bimonthly management conference, detailed Office level objectives in support of DCI, Deputy Director and your own independent objectives should be presented for approval. Action plans should accompany the statements of objectives. Action plans will be approved simultaneously with the objectives.

11. Bimonthly management conferences will be held at 1330 in the DD/M&S Conference Room. The schedule for the FY 1974 conferences is as follows:

-6-

a. Office of Security -

7 August 1973	5 February 1974
2 October 1973	2 April 1974
4 December 1973	4 June 1974

b. Office of Training -

9 August 1973	7 February 1974
4 October 1973	4 April 1974
6 December 1973	6 June 1974

c. Office of Medical Services -

14 August 1973	12 February 1974
9 October 1973	9 April 1974
11 December 1973	11 June 1974

d. Historical Staff -

15 August 1973	13 February 1974
10 October 1973	10 April 1974
12 December 1973	12 June 1974

e. Office of Personnel -

16 August 1973	14 February 1974
11 October 1973	11 April 1974
13 December 1973	13 June 1974

f. Office of Finance -

21 August 1973	19 February 1974
16 October 1973	16 April 1974
18 December 1973	18 June 1974

g. Special Assistant for Information Control -

22 August 1973	20 February 1974
17 October 1973	17 April 1974
19 December 1973	19 June 1974

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- 7 -

h. Office of Logistics -

23 August 1973  
18 October 1973  
20 December 1973

21 February 1974  
18 April 1974  
20 June 1974

i. Office of Communications

28 August 1973  
23 October 1973  
27 December 1973

26 February 1974  
23 April 1974  
25 June 1974

j. Office of Planning, Programming and Budgeting -

29 August 1973  
24 October 1973  
21 December 1973

27 February 1974  
24 April 1974  
26 June 1974

k. Office of Joint Computer Support (includes MAP) -

30 August 1973  
25 October 1973  
28 December 1973

28 February 1974  
25 April 1974  
27 June 1974

HAROLD L. BROWNMAN  
Deputy Director  
for  
Management and Services

Atts.  
Sample Formats

Distribution:

Normal

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The four exhibits in this attachment are suggested samples of ways to report on the status of action plans to support objectives. Should your Office prefer another way to provide the information displayed in the samples, you should feel free to use another format. The key point is to be consistent in the format you choose in reporting on a given action plan during the year.

Call on the DD/M&S Plans Staff if you need more information or guidance in carrying out this Administrative Instruction.

Page        of       

## FISCAL YEAR 19\_\_

OBJECTIVE: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

OVERALL EVALUATION\*  
(Circle One)

+      =      ≡      ≠

[illegible]

Page \_\_\_ of \_\_\_

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19\_\_

OFFICE : \_\_\_\_\_ ACCOUNTABLE OFFICER(S): \_\_\_\_\_

RESOURCES REQUIRED:

OBJECTIVE: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: \_\_\_\_\_

+ = ? /

MILESTONES	Completion	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												
	Scheduled												
	Actual												

\*If overall evaluation is either ? or /, please complete Problem Analysis Sheet.

CONFIDENTIAL  
(When Filled In)

25X1

Page \_\_\_ of \_\_\_

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19\_\_

OFFICE : \_\_\_\_\_ ACCOUNTABLE OFFICER(S): \_\_\_\_\_

OBJECTIVE: : \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESOURCES REQUIRED:

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: \_\_\_\_\_

+   =   ±   ≠

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)

\*If overall evaluation is either ± or ≠, please complete Problem Analysis Sheet.

25X1

CONFIDENTIAL  
(When Filled In)



FOR MONTHS OF \_\_\_\_\_, FY 19 \_\_\_\_\_

OFFICE : \_\_\_\_\_

OVERALL EVALUATION: 2 or 7 (Circle One)

[illegible]

7 June 1973

STAT

STAT Mr. Brownman via Mr. Wattles and

We need to give some attention to performance evaluation and how you want to go about monitoring Directorate and Office level objectives. Do you want to try to keep track of all objectives that have been defined or just some of them? If we try to keep track of only some of them, which ones and how do we identify them? My present inclination is to say that we should try to keep track of all of them or as many as we possibly can, because for this first time around we are engaged in a learning experience and we may learn more quicker if we go at it on the broadest possible front. On the other hand, if we do go after the broad front, we may find that we have assumed a workload beyond the capacity of three people to handle. If I had to offer a recommendation now, I would say let's start out with the idea that we will monitor all objectives and pare them down after we have had enough experience to demonstrate what the actual work burden will be and to permit some assessment of the relative importance and priority of some number of select objectives which we would want to follow for the remainder of the fiscal year.

We will need to know whether you want oral or written reports or some combination of oral and written, and with what frequency. Mr. Colby seems inclined to use the HEW system as the pattern. That system uses a combination of oral and written evaluations. In that system the manager plans to meet each week with one or more of his subordinates to discuss operational objectives. Following that schedule he meets at least once every two months with each subordinate. Topics for these conferences are primarily issues relating to the accomplishment of objectives, but other management concerns of special interest either to the manager or his subordinates may be included. Each item or issue to be discussed is submitted a week or two before the meeting accompanied by a description of the issue and what decision, if any, is expected. The status is reported in terms of the action plan for each objective. Status reports are submitted a week to ten days before the management conference. Failure to complete a milestone is explained in a problem and variance analysis according to a prescribed format.

Last January we circulated to the Office Directors a draft DD/M&S Administrative Instruction which proposed to modify the weekly activity report to include a section which would deal with progress toward accomplishment of objectives. We suggested that the report be structured in such a way that every objective would be reported upon once a month. In addition, it was suggested that there be a separate bimonthly oral report by the Office Director to the DD/M&S. In commenting on this proposal, the Offices generally were opposed to adapting the weekly activity report

-2-

to include a section on progress toward achievement of objectives. Monthly reporting was considered to be too frequent. Four of the Offices agreed with the idea of a bimonthly oral report; three did not respond on that point; and one suggested a quarterly interval.

I suggest that we develop an adaptation of the HEW system. If you agree, I will develop the schedule such that you will confer with each Office Director once every two months by seeing one or two of them each week. Written reports to be used as the basis for the conference agenda would be required five days before the scheduled conference. The Plans Staff will develop the agenda working with the Planning Officers in the Offices to highlight particular points of interest or issues which should be addressed. At least one member of the Plans Staff would attend each of the conferences and keep a record of the discussion. We will develop a format for the written reports which will permit reporting on most objectives to be accomplished by insertion of a word, phrase, or symbol to indicate the status. For the most part, narrative reporting would be required only where there is a problem, a milestone has not been met, an objective requires change, change in the resource allocation is required, or a particular action or decision is to be requested of the DD/M&S.

If you consider this a reasonable approach I will proceed with the development of suitable instructions for issuance to the Office Directors.



STAT

*This is a reasonable and logical plan  
and I recommend approval - P.*

*6-7-73*

*AGREE*



*DU*

*Wes*

25



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*Subject*  
*Rescinded by*  
*AI # 73-22 dtd 10 Dec 73*

PERSONNEL  
13 July 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-18

FITNESS REPORTS FOR MEMBERS OF  
THE MG CAREER SERVICE

1. The MG career service, of which I am the head, has adopted a new competitive evaluation system for our professional careerists through the GS-14 level. The objectives of this competitive evaluation system are to:

- a. provide each officer with the standards upon which he will be competitively evaluated;
- b. identify qualified MG careerists who merit advancement on the basis of their demonstrated performance and projected potential;
- c. counsel and motivate the individual MG careerist by providing relevant information on how he is performing in relation to others in his grade;
- d. improve the long range effectiveness of the Management and Services Directorate by identifying MG careerists with executive potential; and
- e. identify MG careerists whose current performance signals the need for counseling, training, reassignment, demotion or other action including separation.

2. Fitness reports are an important and integral part of the personnel management system in the MG career service. Rating officers and reviewing officials, regardless of Directorate or Office, must rate the MG employee honestly and realistically, presenting a fair and documented evaluation of performance. All too often stock phrases show up in the narrative portion of fitness reports. We find that the information we receive on MG officers is tailored often according to standards prevalent for officers belonging to career services of the Office in which the MG officer serves. Fitness report narratives which do not provide information required to aid in the evaluation of an MG careerist against other MG careerists pose significant problems to the evaluation panels. The point being that the standards of the DD/M&S

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ADMINISTRATIVE - INTERNAL USE ONLY

-2-

functional career services are not necessarily standards by which MG officers should be judged. In order for me properly to identify the strengths and weaknesses of developing MG officers, I have prepared the attached list of defined attributes I am looking for in MG officers.

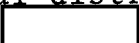
3. In an effort to achieve the objectives stated above, I am asking that all rating and reviewing officers, regardless of Directorate or Office, comment in terms of the attributes defined by this system in the narrative portion of MG officers' fitness reports. I would like this system to begin with the annual fitness reports due during FY 1974. This is in no way a substitute for references to performance called for in the Letter of Instruction to MG service members. Rather, it is a complement to such references.

4. Please insure that this information is relayed to the rating officers and reviewing officials of affected MG officers within your Office.



HAROLD L. BROWNMAN  
Deputy Director  
for  
Management and Services

Att.

Normal distribution  
cy: 

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ATTRIBUTE DEFINITIONS

A. PERFORMANCE

1. Creativity      The degree to which an individual identifies, develops, and articulates innovative alternatives and solutions to problems.
2. Initiative      The degree to which an individual undertakes action on his own or actively seeks additional tasks or problems for solution.
3. Judgment      The degree to which an individual is able to make sound recommendations or effective decisions.
4. Productivity      The degree to which an individual completes assignments with minimal supervision and within environmental constraints (time, information, etc.).
5. Reliability      The degree to which an individual can consistently be expected to produce high quality work.
6. Self-reliance      The degree to which an individual relies on his own confidence, efforts or powers to accomplish a given task; i.e., his ability to operate successfully on his own.
7. Versatility      The degree to which an individual displays a willingness to accept and the ability to perform competently in a variety of assignments.
8. Integrity      The degree to which an individual is willing to take the personal risk of expressing independent opinions and maintaining his position in the face of opposition.
9. Discretion      The degree to which an individual evidences the ability to act prudently within the operating environment.

B. DEMONSTRATED SKILLS AND EXPERIENCE

1. Conceptual                      The degree to which an individual can identify the significance of a given situation or problem, develop alternatives and recommend a reasonable course of action.
2. Experience  
STAT                                The degree to which an individual has successfully performed in a wide range of jobs; e.g., assignments within the [ ] Directorate or in other Directorates or Independent Offices.
3. Interpersonal                   The degree to which an individual successfully relates and works with subordinates, peers, supervisors and counterparts in other organizations.
4. Leadership                      The degree to which an individual influences or motivates others in the successful achievement of tasks or activities.
5. Managerial                      The degree to which an individual is able to organize and direct an activity or task to its completion.
6. Self-expression                The degree to which an individual can effectively express himself orally and in writing.
7. Technical                        The degree to which an individual has mastered and keeps abreast of the substantive area(s) within which he works.

C. DEMONSTRATED EVIDENCE OF POTENTIAL

1. Advancement

Does the individual's past year of performance indicate that he has no apparent prospect for promotion; has limited potential for further advancement; has average potential for further advancement; or is ready for promotion and has a demonstrated potential for success at higher levels of responsibility within the Directorate.

2. Executive

The degree to which an individual can be expected to mature and develop the variety of skills needed at the highest levels of the Directorate.

3. Self-improvement

The degree to which an individual seeks to enhance his skills and ultimate value to the Directorate; e.g., formal training, attendance at professional conferences, etc.

**Page Denied**

Date \_\_\_\_\_

Category (circle one):    VIP Travel            International Conference  
                         Estimate            NSSM            USC            Congressional Briefing  
                         Special Project            Action Pending            Other

Who requested it, and when?

Due date: \_\_\_\_\_

Who is handling the request? (Include office and telephone extension)

What is involved? (Brief summary of what is needed, plus any available background)

STAT

Send to:  0/DDI 7E44 Hqs. (Tube - EX-1 Green)

Walk Ins  
Welcome

ADMINISTRATIVE - INTERNAL USE ONLY

*Rescinded by  
A-75-3 dtd  
6 May 75*

OPERATIONS  
14 August 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-20

MANAGEMENT AND SERVICES DIRECTORATE  
DUTY OFFICERS

*✓  
Rescinded*

Rescission: DD/S Admin Instruction No. 72-2, dtd 18 Jan 72

1. The Management and Services Directorate must be able to respond quickly and effectively to situations that require Saturday action on its part. To ensure that such action may be taken, a Directorate officer will be on duty in the Office of the DD/M&S each Saturday during the period 0900 to 1300 hours. In addition, each M&S Office, with the exception of the Office of Planning, Programming and Budgeting, will provide for a duty officer(s) to serve on Saturday mornings, or, in the absence of a duty officer, will make other arrangements for handling emergency situations. The period of duty for these officers will also be from 0900 to 1300 hours.

2. The Offices of Logistics, Medical Services and Personnel will have officers on duty in the Headquarters Building. Duty in the Building will be from 0900 to 1300 hours unless a shorter period is prescribed by the Office Director concerned. Offices of Finance, Security and Training will have officers on duty at home, or if not at home, available by telephone. Offices of Communications and Joint Computer Support will satisfy their Saturday duty requirements through the Signal and Computer Centers respectively, which are staffed 24 hours a day.

3. Matters requiring action by (or information of) the DD/M&S will be reported to the O-DD/M&S duty officer by calling extension

STAT

4. The Offices of Finance, Logistics, Medical Services, Personnel, Security and Training will forward a copy of their Saturday morning duty rosters to the Executive Officer to the DD/M&S for inclusion in the O-DD/M&S Saturday Duty Book. Any change in the roster will be reported to the Executive Officer, extension  no later than 1600 hours on Fridays.

STAT

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*Rescinded by  
AN 76-20  
dtd 12/28/76*

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PERSONNEL  
6 December 1973DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-21

STAT

## LETTERS OF INSTRUCTION

Reference: 

1. The recently revised Headquarters Regulation pertaining to employee fitness reports (FR's) requires each supervisor to provide his or her employees with an individual letter of instruction (LOI). To the maximum extent practicable, each letter should contain concise statements that include the annual performance objectives, action plans and desired timing of results (milestones or goals to be achieved at specific times during the year) expected of the employee. Letters should be brief, clear in meaning and written in a style that facilitates their use in the later preparation of FR's. Letters should be revised when significant changes occur in an employee's performance objectives, action plans or goals.
2. Initial LOI's should evolve downward from senior management. That is, an Office Director should initiate action in his office by preparing LOI's for the employees under his direct supervision, and they in turn for their employees, and so forth down the chain of command.
3. A vital part of the LOI procedure is the mutual participation of an employee and his supervisor in defining the employee's objectives and related details. This is necessary so the employee understands clearly what is expected of him and the basis on which his FR will be prepared.
4. Initial LOI's on all Directorate employees should be completed by 31 January 1974. Subsequently, an LOI should be prepared within 45 days following the assignment of an employee to a position in the M&S Directorate.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

  
Executive Officer

STAT

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5. This Instruction does not preclude Office Directors from scheduling additional duty officers considered necessary to provide coverage during Saturday morning or other non-duty hours. Where such coverage is necessary, the CIA Operations Center will be provided the names, and the office and/or home telephone numbers of those who are scheduled for this duty. The Operations Center will also be provided the names of those scheduled for Saturday morning duty if not included with the above.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:



Executive Officer

STAT

*Rescinded by  
AN 76-20  
dtd 12/28/76*

PUBLICATIONS  
10 December 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-22

RESCISSION

DD/M&S Administrative Instruction No. 73-18, dated  
13 July 1973, "Fitness Reports for Members of the MG  
Career Service," is hereby rescinded.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

STAT

STAT

Executive Officer

Distribution:

- Orig - DD/M&S Subject
- 1 - DD/M&S Chrono
- 1 - Each: D/CO(2), D/F, D/OJCS, D/L, D/MS, D/P(4),  
D/S, D/TR, C/ISAS, C/NS, C/RCS
- 1 - DD/M&S
- 1 - ADD/M&S
- 1 - EO-DD/M&S
- 1 - SSA-DD/M&S
- 1 - CMO-DD/M&S
- 1 - SA-DD/M&S
- 1 - C/PS-DD/M&S

*Rescinded by  
AI 75-1 dtd 1/20/75*

PERSONNEL  
22 January 1974

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 74-1

ORGANIZATION OF THE MANAGEMENT AND SERVICES CAREER  
BOARD AND THE MG CAREER BOARD

Rescission: DD/M&S Administrative Instruction No. 73-16

1. Background

This Notice delineates certain changes in the duties of the Management and Services Career Board. It also establishes the MG Career Board and abolishes the Deputy Director's Panel and the Staff Operations Panel.

2. Management and Services Career Board

Membership in the Management and Services Career Board will be as follows:

Chairman

The Associate Deputy Director for  
Management and Services (ADD/M&S).

Voting Members

The Directors of the Offices of  
Communications, Finance, Joint  
Computer Support, Logistics, Medical  
Services, Personnel, Security, and  
Training with their respective  
Deputies as alternates.

Executive Secretary

The Career Management Officer (CMO)  
for the M&S Career Service

The Management and Services Career Board will:

- a. consider and make recommendations to the Deputy  
Director for Management and Services (DD/M&S) on policy and  
major procedural matters as they may affect the M&S Directorate  
Career Services;

-2-

b. evaluate competitively all M&S Directorate careerists for promotion to (or at) the supergrade level; make appropriate recommendations to the DD/M&S;

c. will post-review all GS-14's approved for promotion to GS-15 for purposes of familiarization of potential super-grade nominees and professional training;

d. review and make recommendations to the DD/M&S regarding reassignments into and within supergrade level positions; nominations for the Senior Schools and Executive Development programs, to include GS-15's; and full-time professional training for supergrade personnel;

e. appoint subpanels to assist in any specific review or career service activities which may be assigned by the Deputy Director for Management and Services, or which the Chairman of the Board may wish to undertake;

f. perform other personnel management functions as directed by the Deputy Director for Management and Services.

3. MG Career Board

Membership in the MG Career Board will be as follows:

Chairman	Associate Deputy Director for Management and Services (ADD/M&S).
Voting Members	Four appointed senior officers (GS-15 or above) who collectively have a wide range of Agency experience and are either members of or had prior membership in the Career Service. Excepting the permanent status of the Chairman, the Advisers, and the Executive Secretary, who will serve at the pleasure of the DD/M&S, membership on the Board will generally be limited to an 18-month period. Appointments to the Board purposely will be staggered to provide a degree of continuity in its deliberation.
Executive Secretary	The Assistant Career Management Officer for the MG Career Service.

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-3-

Advisers

The Special Support Assistant to the DD/M&S (SSA/DDM&S) and the MG Career Management Officer.

Support Officers Advisory Group (SOAG) Observer

The SOAG will designate a rotating observer for a three-month period to attend Board meetings.

The MG Career Board will:

- a. consider and make recommendations to the Deputy Director for Management and Services on policy and major procedural matters as they may affect MG Careerists at the GS-15 level and below;
- b. continuously review all requirements for MG Officers at the GS-15 level and below and make recommendations regarding the assignment of MG Careerists to the Deputy Director for Management and Services;
- c. perform competitive evaluations of all MG Careerists for promotion up to and including the GS-15 level and make appropriate recommendations to the DD/M&S;
- d. review and make recommendations to the Deputy Director for Management and Services on requests for extensions of tours and second tours, transfers to the MG Career Service, conversions to career employee status, requests and nominations for full-time professional training and other personnel matters concerning MG Careerists in grades GS-15 and below;
- e. appoint subpanels to assist in any specific review or career service activities which may be assigned by the Deputy Director for Management and Services, or which the Chairman of this Board may wish to undertake;
- f. perform other personnel management functions as directed by the Deputy Director for Management and Services.

4. Procedures

The deliberations of the Management and Services Career Board and the MG Career Board will be recorded in the form of Minutes by the Executive Secretary.

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-4-

5. Membership

The attachment to this Administrative Instruction sets forth the appointed membership of the MG Career Board and the expiration date of the appointments.

25X1



HAROLD L. BROWMAN  
Deputy Director  
for  
Management and Services

Attachment

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PERSONNEL

ATTACHMENT TO  
DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 74-1

25X1

Members of MG Career Board

Expiration of Appointment

25X1

1.	ADD/M&S, Chairman	Indefinite
2.	[REDACTED] (DD/S&T)	July 1974
3.	[REDACTED] (DD/O)	July 1974
4.	[REDACTED] (DD/I)	January 1975
5.	[REDACTED] (DD/M&S)	July 1975
6.	SSA/DDM&S, Adviser	Indefinite
7.	CMO/DDM&S, Adviser	Indefinite
8.	Asst CMO/DDM&S, Executive Secretary	Indefinite

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PERSONNEL  
19 June 1974

REVISED ATTACHMENT TO  
DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 74-1  
DATED 22 January 1974

Members of MG Career Board

Expiration of Appointment

- 25X1
1. ADD/M&S, Chairman
  2.  (DD/S&T)
  3.  (DD/O)
  4.  (DD/I)
  5.  (DD/M&S)
  6. SSA/DDM&S, Adviser
  7. CMO/DDM&S, Adviser
  8. Asst CMO/DDM&S, Executive Secretary
  9. SOAG Observer

Indefinite  
December 1975  
December 1974  
December 1975  
July 1975  
Indefinite  
Indefinite  
Indefinite

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**Page Denied**

THIS ADMINISTRATIVE INSTRUCTION WAS SENT TO ALL MG CAREERISTS  
AT HEADQUARTERS on 25 JANUARY ]974 BESIDES THE GENERAL DISTRIBUTION.

*Rescinded by  
A I No. 75-5  
dtd 2 Dec 75*

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PERSONNEL  
5 August 1974

DDM&S ADMINISTRATIVE  
INSTRUCTION NO. 74-2

CHARTER FOR SUPPORT OFFICERS'  
ADVISORY GROUP (SOAG)

1. This administrative instruction sets forth guidelines for the operation of the Support Officers' Advisory Group.

2. BACKGROUND:

The Support Officers' Advisory Group (SOAG) was established in November 1971 as a result of a recommendation developed at the 1971 Management Officers' Conference.

3. RESPONSIBILITIES:

The Support Officers' Advisory Group will:

- a. identify issues or problems and initiate independent research leading to articulation of new ideas, approaches, or program proposals for consideration by the Deputy Director for Management and Services;
- b. consider and make recommendations to the Deputy Director for Management and Services on any major planning, policy, or procedural matter affecting the MG Career Service;
- c. perform other advisory services as requested by the Deputy Director for Management and Services.

The Deputy Director for Management and Services will support SOAG's activities by affording access to directorate personnel and information.

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4. ELIGIBILITY, SELECTION OF MEMBERSHIP, AND TERMS OF OFFICE:

Eligibility

All MG Careerists are eligible for election to SOAG.

Selection of Membership

SOAG will have seven (7) members who will be elected by secret ballot by the MG Careerists in Headquarters area. Elections will be held annually in December. The terms of office for the four careerists receiving the highest number of votes will be 1 January - 31 December; the terms of those receiving the 5th, 6th and 7th highest number of votes will be 1 July - 30 June. Should a vacancy occur by resignation, reassignment or by personal request, the next highest available vote receiver will be invited to complete the departing member's term. All eligible careerists will be canvassed prior to election to determine their interest in serving on SOAG.

Terms of Office

Elected membership on SOAG will be for a term of twelve (12) months and will be limited to two (2) consecutive terms. Membership on SOAG will be terminated with acceptance of an appointment to any other management advisory group, e.g., the Agency's Management Advisory Group.

5. SOAG OFFICERS, TERMS OF OFFICE, AND RESPONSIBILITIES:

At the beginning of each quarter, the membership of SOAG will select a Chairman, a Recording Secretary, and an observer to the MG Career Board. The Chairman will be responsible for drafting the agenda, identifying the times and places for meetings, and conducting all official meetings. The Recording Secretary will prepare and distribute the formal agenda to members of SOAG and be responsible for the preparation of minutes of SOAG's proceedings.

6. TIMES, PLACES, AND MANNER OF MEETINGS:

SOAG will determine the rules of its proceedings. A quorum of five (5) will be authorized to do business, but

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a smaller number may be permitted to meet at any time as a working group. Periodic open meetings will be held to which MG Careerists who are interested may observe and participate in SOAG deliberations.

7. CHARTER AMENDMENTS:

SOAG will reserve the right to amend this charter by majority vote of the membership, subject to final approval by the Deputy Director for Management and Services.

8. MAIL:

Mail for SOAG should be addressed as follows;

Support Officers' Advisory Group

Room 7D-18, Headquarters

STAT

JOHN F. BLAKE  
Deputy Director  
for  
Management and Services

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DD/A ADMINISTRATIVE  
INSTRUCTION NO. 74-4

ORGANIZATION  
25 September 1974

ORGANIZATION OF THE  
OFFICE OF THE DD/A

1. The staff element in the Office of the Deputy Director for Administration was reorganized effective 9 September 1974 as is indicated on the attached organization chart. Two new staff positions were established with basic responsibilities as follows:

a. The Assistant for Resources is responsible for overseeing the Directorate's utilization of personnel, monetary and ADP resources. He will have general cognizance over the Directorate Management by Objectives programs, planning activities, budgetary activities, the development of plans for the utilization of Directorate personnel, and the utilization of centralized computer capabilities. The Plans Staff and the Career Management Staff will act in a supportive role to the Assistant for Resources but will continue to have a direct reporting relationship to the DD/A.

b. The Assistant for Coordination is responsible for providing general staff support to the Deputy Director for Administration and for overseeing Directorate activities which cross functional lines of Directorate components or which involve significant internal or external liaison and coordination. The Information Systems Analysis Staff, the History Staff and the Regulations Control Staff will receive general staff guidance from the Assistant for Coordination but will continue to have a direct reporting relationship to the DD/A.

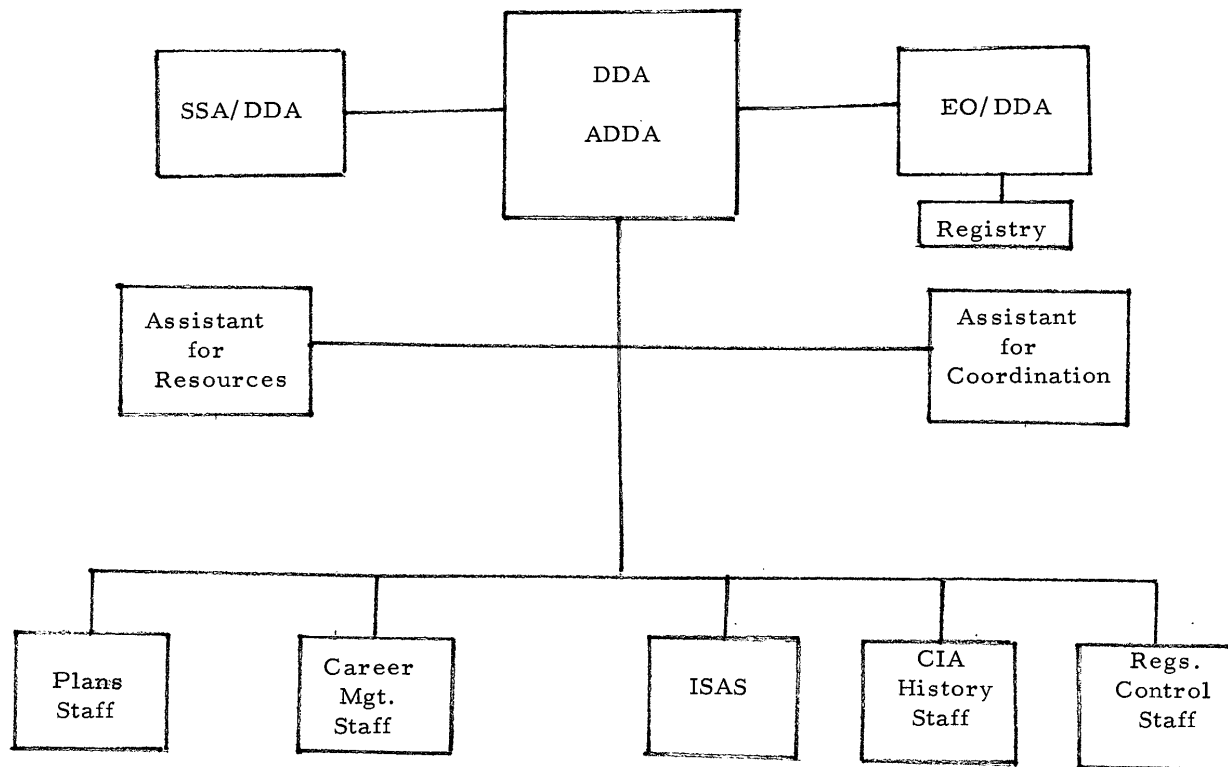
2. Existing delegations of authority vested in members of the DD/A staff remain unchanged.

3. Effective with the above organizational changes, [redacted] was assigned as Assistant for Resources and [redacted] was assigned as Assistant for Coordination.

John F. Blake  
Deputy Director  
for  
Administration

Att

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DDA Administrative Instruction No. 74-4, dtd 25 September 1974

Added Distribution:

Administrative Officer, ODCI  
Chief, Management Staff, DDI  
Comptroller  
Inspector General  
General Counsel  
Legislative Counsel  
Executive Officer, DDS&T  
Executive Officer, OSA, DDS&T  
Executive Officer, SPS, DDS&T  
Chief, Support Staff, OTS, DDS&T  
Chief, Support Staff, NPIC, DDS&T  
Chief, Support Branch, OD&E, DDS&T  
CIA Operations Center

STAT

AC/DDA:  (27 Sep 74)

ADMINISTRATIVE - INTERNAL USE ONLY

MANAGEMENT  
8 October 1974

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 74-5

*Rescinded by  
AN 76-20  
dtd 12/28/76*

DD/A REPORTING SYSTEM

Rescission: DD/M&S Administrative Instruction No. 73-4, dtd 11 April 1973

1. A reporting system has been in existence since at least 1965 in order that the Deputy Director could be kept informed of important activities taking place in the Directorate. At the present time each Office submits a weekly report to the Office of the DD/A by noon on Friday covering: (a) significant activities occurring since the submission of the preceding weekly report, and (b) matters of possible interest to the DD/A expected to develop during the forthcoming week.

2. I have come to use the weekly reports for a multiplicity of purposes, and would suggest that the following guidelines and considerations be applied, effective with the report of 18 October 1974:

a. As a matter of principle, we are less concerned with format than substance, and there is an interest in making the weekly reports meaningful and useful for everyone concerned.

b. There obviously needs to be an input from all major elements of an Office, but the Office Director should give his personal attention to the selection and description of the subjects included.

c. Significant non-perishable items are now used from time to time at the DCI's morning meeting. Office Directors should prioritize their listed submissions in order of importance, and they should identify those special key items which they feel might appropriately be mentioned at the morning meeting, if the opportunity presents itself.

d. While the reports should be relatively brief, they are to be complete so that further clarification will not be necessary. The one sentence reports from some Offices can rarely be used at the DCI's morning meeting, and there are not enough details to include them in the "black book" items submitted to the DDCI from time to time.

e. In line with the new spirit of collegiality that is being fostered within the Directorate, participants should include items which might be of general interest to other Offices. I still want "significant" items, but Office Directors should bear in mind that we are now addressing a larger audience.

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f. Some Offices have been somewhat relaxed about including items expected to develop during the forthcoming week. I find that section to be potentially useful, and it would be helpful if Office Directors focused on this to a greater extent, and provided more information on forthcoming events.

3. Quite obviously, urgent items, or those valuable because of their timeliness, will occur during the week. These should be mentioned to the DD/A in his morning meeting, by telephone or by a brief memorandum as they occur. Such subjects should be included in the following weekly report.

[redacted]  
[redacted] John F. Blake  
Deputy Director  
for  
Administration

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Distribution:

~~Orig~~ - DD/A Subject

1 - DD/A Chrono

1 - D/CO, D/F, D/JCS, D/L, D/MS, D/P, D/S, DTR, C/RCS, O/ISAS

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*Rescinded by  
AN 76-20  
dtd 12/28/76  
✓*

PERSONNEL  
3 October 1974

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 74-6

### SPECIAL RETIREMENT OPTIONS

1. The Directorate for Administration is still in a surplus situation requiring some personnel reductions to meet the 30 June 1975 ceiling. In order to achieve this ceiling authorization, certain components of the Directorate have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. The Offices of Communications and Joint Computer Support are not in a surplus personnel situation and, therefore, employees in these Career Sub-Groups (MC and MZ as well as the M careerists assigned to OJCS and OC) are not authorized to retire under the discontinued service and involuntary retirement options through 31 December 1974. The other Career Sub-Groups in the Directorate have been designated as being in a surplus situation as they need to reduce their personnel strength.

3. The following criteria must be met by those eligible employees interested in taking advantage of the discontinued service or involuntary retirement options:

a. Civil Service Retirement System

(1) 50 years of age and have completed 20 years of creditable Federal service, or

(2) have completed 25 years of creditable Federal service, any age.

Annuities are reduced one-sixth of one per cent per month (2% per year) for each month the individual is under age 55.

ADMINISTRATIVE INTERNAL USE ONLY

- 2 -

b. CIA Retirement and Disability System (CIARDS)

Have completed 25 years of creditable service at any age and have ten years CIA service and five years qualifying service. No reduction in annuity will be made for age.

4. This retirement authority has been granted only through 31 December 1974. In view of the indications that there may be another substantial cost-of-living increase for annuitants, employees contemplating retirement may wish to give serious consideration to the two retirement options. Eligible careerists who desire to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer as soon as possible to ensure that the necessary processing can be completed.

[Redacted]  
[Redacted] John F. Blake  
Deputy Director  
for  
Administration

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Distribution:

0 & 6 - DDA  
✓ 1 - DDA/Chrono  
13 - RCS  
18 - OMS  
94 - OC  
12 - Cable Sec.  
114 - OL  
58 - OP  
67 - OS  
20 - OTR  
41 - OF  
53 - OJCS  
4 - ISAS

PERSONNEL  
20 January 1975

DD/A ADMINISTRATION  
INSTRUCTION NO. 75-1

ORGANIZATION OF THE SENIOR PERSONNEL RESOURCES  
BOARD OF THE DIRECTORATE FOR ADMINISTRATION

Recission: DD/M&S Administrative Instruction No. 74-1,  
dated 22 January 1974

1. Background

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[ ] established a Directorate-wide Career Service and changed the Directorate's former individual career services into Career Sub-Groups. The Directorate's senior Career Board was redesignated as the Senior Personnel Resources Board (SPRB) to assist the Deputy Director for Administration in formulating, managing and evaluating personnel programs.

2. Membership of the Senior Personnel Resources Board:

Chairman	The Associate Deputy Director for Administration (A/DDA)
Voting Members	The Directors of the Offices of Communications, Finance, Joint Computer Support, Logistics, Medical Services, Personnel, Security and Training with their respective Deputies as alternates
Executive Secretary	The Career Management Officer for the Directorate's Career Service (CMO/DDA)

3. Responsibilities

The Senior Personnel Resources Board will:

a. Assist the Deputy Director for Administration in the application and functioning of the 16 specific career service responsibilities of the Deputy Director as Head of the Directorate's Career Service as prescribed in [ ]

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[ ]  
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- 2 -

b. Evaluate competitively all Directorate careerists for promotion to (or at) the supergrade level and make appropriate recommendations to the DD/A.

c. Post-review all GS-14 careerists approved for promotion to GS-15 for purposes of familiarization of potential supergrade nominees and professional training;

d. Review and make recommendations to the DD/A regarding reassignments into and within supergrade level positions; nominations for the Senior Schools and Executive Development programs, to include GS-15 careerists; and full-time professional training for supergrade personnel;

e. Appoint subpanels to assist in any specific review or career service activities which may be assigned by the DD/A, or which the Chairman of the Board may wish to undertake.

  
 John F. Blake  
Deputy Director  
for  
Administration

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CONFIDENTIAL



PERSONNEL  
20 January 1975

*Revised by  
AN 76-20  
dated 12/28/76*  
DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-2

ORGANIZATION OF THE MG CAREER SUB-GROUP BOARD  
OF THE DIRECTORATE FOR ADMINISTRATION CAREER SERVICE

25X1

Reference:

1. Background

Reference Regulation established the MG Career Sub-Group as part of a Directorate-wide Career Service.

2. MG Career Sub-Group Board

Membership in the MG Career Sub-Group Board will be as follows:

Chairman

Associate Deputy Director for  
Administration (A/DDA).

Voting Members

Four appointed senior officers (GS-15 or above) who collectively have a wide range of Agency experience and are either members or had prior membership in the Career Sub-Group. Excepting the permanent status of the Chairman, the Advisers, and the Executive Secretary, who will serve at the pleasure of the DD/A, membership on the Board will generally be limited to an 18-month period. Appointments to the Board purposely will be staggered to provide a degree of continuity in its deliberations.

Executive Secretary

The Career Management Officer for the MG Career Sub-Group.

Advisers

The Special Support Assistant to the DD/A (SSA/DDA) and the Career Management Officer for the DD/A Career Service (CMO/DDA)

Support Officers  
Advisory Group (SOAG)  
Observer

SOAG will designate a rotating observer for a three-month period to attend Board meetings.

CONFIDENTIAL

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CONFIDENTIAL

- 2 -

3. The deliberations of the MG Career Sub-Group Board will be recorded in the form of Minutes by the Executive Secretary.

4. Membership

The attachment to this Administrative Instruction sets forth the appointed membership of the MG Career Sub-Group Board and the expiration date of the appointments.

[Redacted]  
[Redacted] John F. Blake  
Deputy Director  
for  
Administration

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Attachment

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ATTACHMENT TO  
DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-2

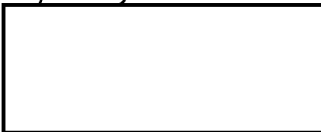
Members of the MG Career Sub-Group Board

Expiration of Appointment

A/DDA, Chairman

Indefinite

25X1



(DD/O)  
DD/S&T)  
(DD/I)  
(DD/A)

July 1976

December 1975

December 1975

July 1976

SSA/DDA, Adviser

Indefinite

CMO/DDA, Adviser

Indefinite

CMO/MG, Executive Secretary

Indefinite

SOAG Observer

CONFIDENTIAL

ADMINISTRATIVE - INTERNAL USE ONLY

*Recorded by  
AN 76-20  
dtd 12/28/76*

OPERATIONS  
6 May 1975

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-3

DIRECTORATE OF ADMINISTRATION DUTY OFFICERS

Rescission: DD/M&S Administrative Instruction No. 73-20,  
dated 14 August 1973

1. To enable the Directorate of Administration to respond quickly and effectively to Saturday requirements, a member of the DD/A Staff will be available in the Office of the DD/A from 0900 to 1300 hours each Saturday. The Offices of Finance, Logistics, Medical Services, Personnel, Security, and Training are requested to have a duty officer available by telephone during that same period each Saturday. For O-DD/A requirements, it is not necessary that the Office duty officer be present in the Headquarters Building. Saturday requirements for the Offices of Communications and Joint Computer Support will be handled through the Signal and Computer Centers, respectively, which are manned 24 hours a day.

2. Matters requiring action by (or information of) the DD/A should be reported to the O-DD/A duty officer by calling extension

STAT

3. The Offices of Finance, Logistics, Medical Services, Personnel, Security, and Training are requested to forward copies of their Saturday morning duty rosters to the Executive Officer, DD/A, and to the Operations Center. Last minute changes in the rosters should be reported to the Executive Officer, DD/A, extension

STAT

4. It is not the intent of this instruction to preclude Office Directors from scheduling duty officers for any additional coverage they may desire. Copies of these additional rosters should be forwarded to the Operation Center.

STAT

John M. Blake  
Deputy Director  
for  
Administration

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*Recorded by  
AN 76-20  
dtd 12/28/76*

PERSONNEL  
12 May 1975

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-4

SPECIAL RETIREMENT OPTIONS

1. The Directorate of Administration is still in a surplus situation requiring some personnel reductions. In order to achieve this ceiling authorization, the components of the Directorate have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions through 31 July 1975.

2. The following criteria must be met by those eligible employees interested in taking advantage of the discontinued service or involuntary retirement options:

a. Civil Service Retirement System

(1) 50 years of age and have completed 20 years of creditable Federal service, or

(2) have completed 25 years of creditable Federal service, any age.

Annuities are reduced one-sixth of one per cent per month (2% per year) for each month the individual is under age 55.

b. CIA Retirement and Disability System (CIARDS)

Have completed 25 years of creditable service at any age and have ten years' CIA service and five years' qualifying service. No reduction in annuity will be made for age.

3. This retirement authority has been granted only through 31 July 1975. In view of the indications that there may be another cost-of-living increase for annuitants, employees contemplating retirement may wish to give serious consideration to the two retirement options. Eligible careerists who desire to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer as soon as possible to ensure that the necessary processing can be completed.

STAT

John F. Blake  
Deputy Director  
for  
Administration

STAT

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*Group abolished*

PERSONNEL  
2 December 1975

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-5

CHARTER FOR SUPPORT OFFICERS'  
ADVISORY GROUP (SOAG)

RECISSION: DDM&S Administrative Instruction No. 74-2  
dated 5 August 1974

1. This administrative instruction sets forth guidelines for the operation of the Support Officers' Advisory Group.

2. BACKGROUND:

The Support Officers' Advisory Group (SOAG) was established in November 1971 as a result of a recommendation developed at the 1971 Management Officers' Conference.

3. RESPONSIBILITIES:

The Support Officers' Advisory Group will:

- a. identify issues or problems and initiate independent research leading to articulation of new ideas, approaches, or program proposals for consideration by the Deputy Director for Administration;
- b. consider and make recommendations to the Deputy Director for Administration on any major planning, policy, or procedural matter affecting the MG Career Service;
- c. perform other advisory services as requested by the Deputy Director for Administration.

The Deputy Director for Administration will support SOAG's activities by affording access to Directorate personnel and information.

4. ELIGIBILITY, SELECTION OF MEMBERSHIP, AND TERMS OF OFFICE:

Eligibility

All MG Careerists are eligible for election to SOAG.

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ADMINISTRATIVE-INTERNAL USE ONLY

-2-

Selection of Membership

SOAG will have seven (7) members who will be elected by secret ballot by MG careerists in the Headquarters area. SOAG will hold an election annually in December. All eligible careerists will be canvassed prior to the election to determine their interest in serving on SOAG. After the election, the candidates will be listed in descending numerical order according to the number of votes received. Beginning with January each year, each vacancy on SOAG will be filled by the candidate at the top of the list compiled the previous December.

Terms of Office

The term of office for each member will be for one year from the first of the month in which the member joins SOAG. Members may be reelected, but may not serve for more than two consecutive terms. Membership on SOAG will be terminated with acceptance of an appointment to any other management advisory group, e.g., the Agency's Management Advisory Group.

5. SOAG OFFICERS, TERMS OF OFFICE, AND RESPONSIBILITIES:

At the beginning of each quarter, the membership of SOAG will select a Chairman, a Recording Secretary, and an observer to the MG Career Board. The Chairman will be responsible for drafting the agenda, identifying the times and places for meetings, and conducting all official meetings. The Recording Secretary will prepare and distribute the formal agenda to members of SOAG and be responsible for the preparation of minutes of SOAG's proceedings.

6. TIMES, PLACES, AND MANNER OF MEETINGS:

SOAG will determine the rules of its proceedings. A quorum of five (5) will be authorized to do business, but a smaller number may be permitted to meet at any time as a working group. Periodic open meetings will be held at which MG Careerists who are interested may observe and participate in SOAG deliberations.

7. CHARTER AMENDMENTS:

SOAG will reserve the right to amend this charter by majority vote of the membership, subject to final approval by the Deputy Director for Administration.

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ADMINISTRATIVE-INTERNAL USE ONLY

- 3 -

8. MAIL:

Mail for SOAG should be addressed as follows:

Support Officers' Advisory Group

Room 7D-18, Headquarters

STAT

STAT

JOHN F. BLAKE  
Deputy Director  
for  
Administration

ADMINISTRATIVE-INTERNAL USE ONLY



*Revised by*  
*AN 76-20*  
*dtg 12/28/76*  
✓

PERSONNEL  
16 December 1975

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 75-6

SPECIAL RETIREMENT OPTIONS

1. There are specific career sub-groups in the Directorate for Administration that are in a surplus situation requiring some personnel reductions to meet the 30 June 1976 ceiling. In order to achieve their ceiling authorizations the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. The Offices of Personnel, Finance, Logistics and the MG Sub-Group have been designated as being in a surplus situation and as such must reduce the number of their on-duty personnel. Those respective sub-groups are authorized to retire personnel in the MP, MF, ML, and MG career sub-groups under the Discontinued Service and Involuntary Retirement options through 29 February 1976. Since the other career sub-groups are not in a surplus situation, we do not propose to offer these retirement options to those sub-groups.

3. The following criteria must be met by those eligible employees interested in taking advantage of the Discontinued Service or Involuntary Retirement options:

a. Civil Service Retirement System

(1) 50 years of age and have completed 20 years of creditable Federal Service, or

(2) have completed 25 years of creditable Federal Service, any age.

Annuities are reduced one-sixth of one percent per month (2 percent per year) for each month the individual is under age 55.

ADMINISTRATIVE - INTERNAL USE ONLY

- 2 -

b. CIA Retirement and Disability System (CIARDS)

Have completed 25 years of creditable service at any age and have ten years CIA service and five years qualifying service. No reduction in annuity will be made for age.

4. This retirement authority has been granted only through 29 February 1976. In view of the indications that there may be another substantial cost-of-living increase for annuitants, employees contemplating retirement may wish to give serious consideration to the two retirement options. Eligible careerists who desire to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer as soon as possible to ensure that the necessary processing can be completed.

STAT  
  
STAT  
John F. Blake  
Deputy Director  
for  
Administration

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*Orig. Forwarded to  
Regulation Control Branch*

ORGANIZATION  
19 July 1976

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 76-1

ORGANIZATION OF THE  
OFFICE OF THE DD/A

Rescission: DD/A Administrative Instruction No. 74-4, dtd 25 September 1974

1. Effective immediately, the staff element in the Office of the Deputy Director for Administration is reorganized to that shown on the attached organization chart. The position of the Assistant for Resources and the Plans Staff are abolished and the Management and Assessment Staff and the Budget Staff are established with responsibilities as follows:

a. The Management and Assessment Staff (MAS) is responsible for providing staff guidance and support to the Deputy Director for Administration in managing the activities of the Directorate. The principal vehicle used is the Management by Objectives (MBO) program. MAS is involved in the development, monitoring, accomplishment, and performance assessment of all approved objectives. MAS performs related functions as assigned.

b. The Budget Staff is responsible for developing, executing, and monitoring the Directorate Fiscal Year budgets; and for conducting budgetary liaison with the Office of Comptroller and the budget staffs of the Directorate Offices.

c. Effective with these organizational changes, [redacted] is appointed Chief, Management and Assessment Staff and [redacted] is appointed Chief, Budget Staff.

2. The change in the title of Assistant for Coordination to Assistant for Information is confirmed. The Information Systems Analysis Staff and the Information and Privacy Staff will report directly to the STAT Assistant for Information, [redacted]

John F. Blake  
Deputy Director  
for  
Administration

Att

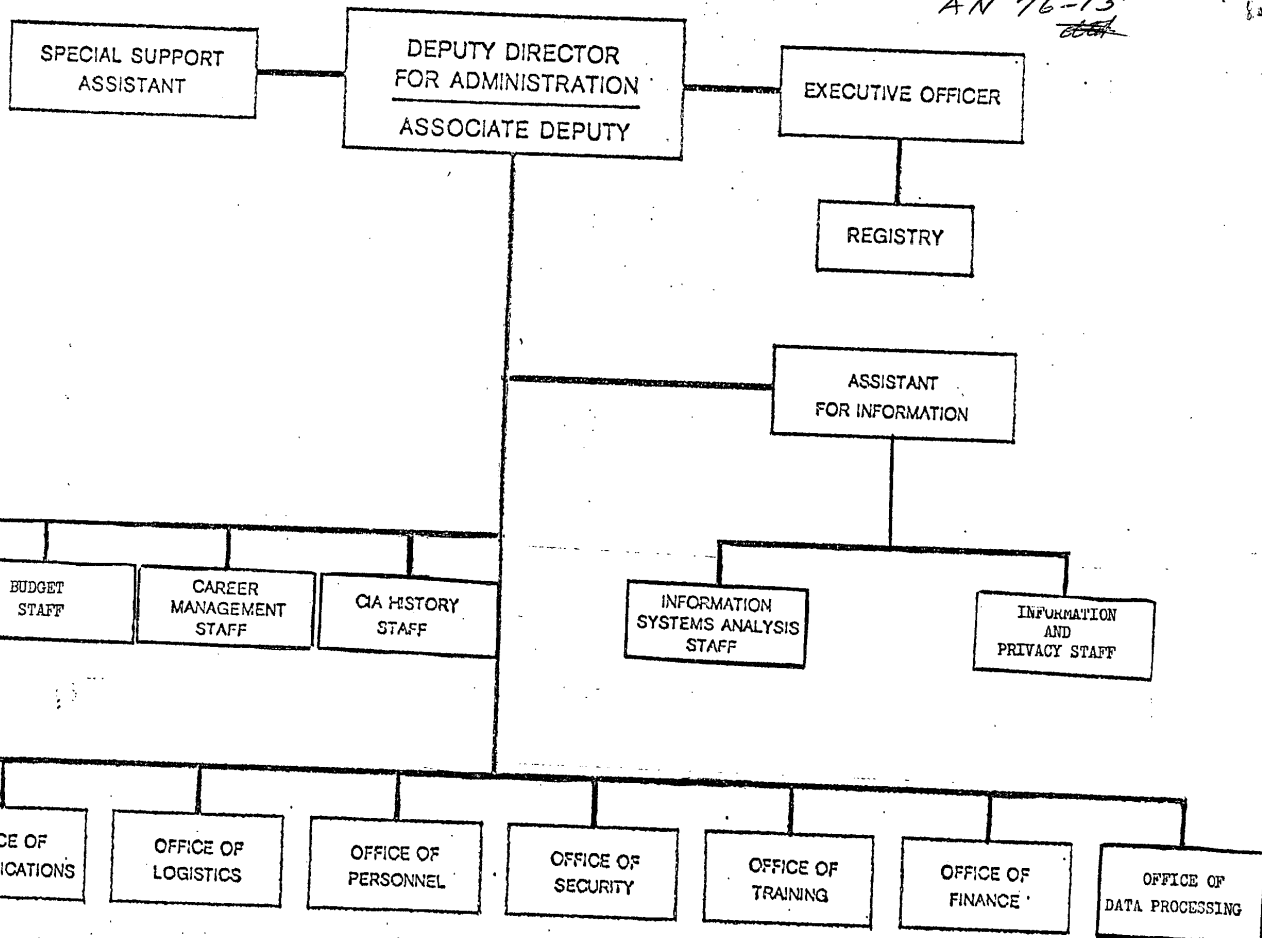
ORGANIZATION  
19 July 1976

Approved For Release 2000/11/01 : CIA-RDP80-01000A000100010001-5

# DIRECTORATE OF ADMINISTRATION

DD/A ADMINISTRATIVE INSTRUCTION NO. 76-1

*Received by*  
*AN 76-13*  
*et al*



ADMINISTRATIVE-INTERNAL USE ONLY

*DDA Subject  
Expired*

This Instruction Expires 1 January 1978

PERSONNEL  
22 December 1976

DDA ADMINISTRATIVE  
INSTRUCTION NO. 76-2

DDA UPWARD MOBILITY PROGRAM (PROJECT AIM)

1. Effective 1 January 1977, a Directorate-wide Upward Mobility program, Project AIM, will be instituted for the purpose of broadening the base of professional and para-professional positions open to clerical and technical employees. The name AIM for this Project has been selected because it depends for success on the abilities, initiative, and mobility of the participating employees. The objective of Project AIM is to identify and/or provide certain of these employees having non-professional status the opportunity to obtain experience and training needed to qualify for professional or para-professional careers.

2. Selection for the program is based, in part, upon an individual's ability, interest, desire, and expressed willingness for further opportunity and training.

3. Program Eligibility. Project AIM is designed for:

- a. DDA careerists who have achieved at least two years of satisfactory Agency experience.
- b. DDA careerists in clerical or technical positions below GS-9 or equivalent levels.
- c. DDA careerists who lack the education or proven skills and experience to qualify for professional or para-professional positions.
- d. DDA careerists who are locked into an occupational series which does not enable them to realize their full work potential.

4. Project AIM will be under the guidance of the Associate Deputy Director for Administration (ADDA). It will be administered by a Working Group which is comprised of four

Office level EEO Officers, on a rotating basis, a Personnel Staffing Specialist, a Training Officer, and chaired by the Directorate EEO Officer.

5. In January of each year the program Working Group will issue a DDA Administrative Notice announcing open registration for eligible candidates who wish to be considered for Project AIM positions to be offered during that calendar year. To enroll for the Program Register the following sequence of events will occur:

a. Interested employees will take the initiative by completing an application form (Attachment A) and forwarding it to the Chairman, Project AIM Working Group.

b. A Working Group member will contact the applicant and assist him/her in completing the Program Registration form (Attachment B).

c. A designated Working Group member will discuss the application and registration form with the applicant's Office Director and respective Division Chief.

d. The applicant's immediate supervisor will:

(1) Complete a Program Applicant Questionnaire (Attachment C).

(2) Discuss that questionnaire with the applicant and obtain his/her signature. (If the applicant does not concur with the supervisor's evaluation, the applicant may attach comments.)

(3) Discuss that questionnaire with his/her Office Director and Division Chief.

(4) Forward the signed questionnaire to the Chairman, Project AIM Working Group.

e. The Working Group will review personnel files of all registrants to assure that:

(1) The supervisor's evaluation is consistent with fitness reports and other personnel performance data; and if not, the Working Group will attempt to resolve the discrepancies.

(2) Applicants are eligible or not eligible for the program; and if not, the Working Group will notify the appropriate level of management as well as the applicant.

f. Applicants to the program will be interviewed by a designated Working Group member.

6. In February 1977, Office Directors will meet with the ADDA to identify positions which will be identified for use under the auspices of AIM during the calendar year. The Working Group will review the positions identified to determine the order in which they are to be forecasted for occupancy.

7. Vacancy announcements will be issued on a semi-annual basis to afford any eligible candidate who is not registered the opportunity to enroll in the program. Concurrent with the announcement, the Working Group will contact each registrant to determine his/her interest in the positions and to notify each of them of the AIM orientation briefing.

8. The AIM Working Group and sponsoring Office Directors, or a predesignated Division Chief acting on their behalf, will conduct an orientation briefing with prospective candidates to discuss the positions being offered. While the briefing will be open to all eligible candidates, attendance will be required for those registrants who have indicated interest in the vacancies offered. Registrants will be canvassed as to their job preference by the Working Group at the conclusion of the orientation briefing.

9. The Working Group will provide the names of those interested in Project AIM position(s) to the sponsoring Office Director or Division Chief with the registration form and the applicant questionnaire. The Division Chief will select the applicants he/she wishes to interview, and will make a first choice plus three alternates, if possible. Applicants selected will be scheduled for appropriate testing and evaluation (PATB or DAT) by the Psychological Services Staff, OMS. The sponsoring Office Director will nominate to the Working Group the applicant(s) judged to have the potential and desire to perform effectively in the position offered. A designated member of the Working Group (Personnel Staffing Specialist) will work closely with Office Directors to ensure that placement of accepted candidates is accomplished in established timeframes.



10. Within 30 days after the AIM candidate is assigned to the new position, the immediate supervisor will, in consultation with the candidate, prepare a Letter of Instruction (LOI). In addition to specifying duties, the LOI should include a training plan reflecting the nature, content, and extent of all training anticipated during the initial training period. A designated Working Group member (Training Specialist) will work closely with the supervisor in developing the training pact. Candidates will be requested to sign the finalized training pact which serves as a contract between management and the selected candidate(s).

11. The initial training periods will be established on an individual basis and as job qualification permits. Because of the nature of each training discipline, and based on individual needs, an extension or modification of the established training period may be necessary. Extension will be reviewed on an individual basis upon the completion of the established training period. Extensions will be reviewed by Project AIM Working Group, but final approval will be given by the ADDA. The ADDA, in conjunction with the sponsoring Office Director, will determine the overlap required between the present incumbent and the AIM candidate.

12. Supervisors of Project AIM candidates will be required to prepare a written progress report at three-month intervals for the duration of the established training period. Upon completion of each report the supervisor will discuss its contents with the candidate, obtain the candidate's signature, and forward the report to the Working Group for review. At the completion of the established training period, each supervisor will be required to submit a written critique assessing the candidate's overall performance and progress and the supervisor's assessment of Project AIM.

13. The Working Group will schedule quarterly meetings with each candidate to discuss topics of mutual benefit and concern.


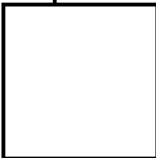
14. Each sponsoring supervisor will attend formal discussions with the Working Group at three-month intervals to discuss the candidate's progress, changes in training plan, problems encountered, or suggestions for improving Project AIM.

15. Project AIM candidates should be considered for promotion during the established training period based upon

the same criteria applicable to other DDA careerists, i.e., job performance and competitive evaluation. Sponsoring supervisors should evaluate the overall performance and potential of the candidate and, if warranted, submit a promotion recommendation through normal administrative channels.

16. If it is determined that a candidate is not making sufficient progress to indicate success in his/her newly assigned position, the candidate will be reassigned to another position without penalty as to personal grade for having participated in the program. The Working Group will help in finding an appropriate position, also a replacement candidate for the vacant program position.

17. DDA careerists interested in applying for Project AIM should discuss this with their respective supervisors prior to making application. Office Directors and supervisors should encourage those employees who they feel have the potential and desire for special opportunity and training to submit applications. Applications should be forwarded to the Chairman, Project AIM, Room 7D-02, Headquarters, no later than 15 January 1977.

  
 John F. Blake  
Deputy Director  
for  
Administration

Attachments: a/s

22 December 1976

MEMORANDUM FOR: DDA Careerists Below GS-09 and Equivalent Levels

FROM : John F. Blake  
Deputy Director for Administration

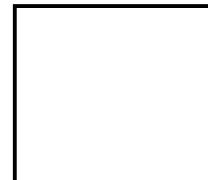
SUBJECT : Project AIM Register

REFERENCE : DDA Administrative Instruction No. 76-2  
dated 22 December 1976

1. A register is being created of all DDA careerists below GS-09 and equivalent levels who are interested in job vacancies to be offered by Project AIM.

2. Any employee interested in being placed on the register needs only to fill in the information on the form below and return it to the Chairman, Project AIM Working Group. A member of the Working Group will contact you with further information. The members for 1977 will be:

Directorate EEO Officer, Chairman  
Office of Communications EEO Officer  
Office of Data Processing EEO Officer  
Office of Finance EEO Officer  
Office of Logistics EEO Officer



STAT



STAT

John F. Blake

STAT

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TO: Chairman, Project AIM Working Group  
Room 7D-02, Headquarters

I am interested in applying for Project AIM. Please have a member of the Working Group contact me.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Office

\_\_\_\_\_  
Ext.

**Page Denied**

Next 1 Page(s) In Document Denied

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(When Filled In)

ATTACHMENT C

S A M P L E

25X1

## MEMORANDUM FOR:

FROM :   
Chairman, Project AIM Working Group

SUBJECT : Project AIM Applicant Questionnaire

REFERENCE : DDA Administrative Instruction No. 76-2  
dated 22 December 1976

\_\_\_\_\_ is being considered for Project AIM. In selecting candidates for this program, the selecting official depends on information provided by the applicant's immediate supervisor. Please respond to the questions set forth below and return to the Chairman, Project AIM Working Group, Room 7D-02, Headquarters, within 15 working days from the above date. Your candid evaluation will be of assistance to us in determining the employee's suitability for assignment to the AIM program.

25X1

- 
1. Are you the applicant's current supervisor?  
\_\_\_ Yes     \_\_\_ No (If no, please explain)
  2. How often do you observe the applicant's performance?  
\_\_\_ Occasionally     \_\_\_ Frequently     \_\_\_ Infrequently
  3. How long have you supervised the applicant?  
(Number of months) \_\_\_\_\_

CONFIDENTIAL  
(When Filled In)

4. How long have you known the applicant?

(Number of months) \_\_\_\_\_

5. In your judgment, how well does the applicant communicate orally?

\_\_\_\_\_ Outstanding  
\_\_\_\_\_ Strong  
\_\_\_\_\_ Proficient

\_\_\_\_\_ Marginal  
\_\_\_\_\_ Unsatisfactory  
\_\_\_\_\_ Not observed

6. How would you judge the applicant's ability to communicate in writing?

\_\_\_\_\_ Outstanding  
\_\_\_\_\_ Strong  
\_\_\_\_\_ Proficient

\_\_\_\_\_ Marginal  
\_\_\_\_\_ Unsatisfactory  
\_\_\_\_\_ Not observed

7. In your judgment, does the applicant possess any leadership qualities? If yes, please comment in the remarks section.

\_\_\_\_\_ Yes      \_\_\_\_\_ No      \_\_\_\_\_ Not observed

8. How would you judge the applicant's work habits and dependability?

\_\_\_\_\_ Outstanding  
\_\_\_\_\_ Strong  
\_\_\_\_\_ Proficient

\_\_\_\_\_ Marginal  
\_\_\_\_\_ Unsatisfactory  
\_\_\_\_\_ Not observed

9. Please rate the applicant's ability to work without close supervision.

\_\_\_\_\_ Outstanding  
\_\_\_\_\_ Strong  
\_\_\_\_\_ Proficient

\_\_\_\_\_ Marginal  
\_\_\_\_\_ Unsatisfactory  
\_\_\_\_\_ Not observed

CONFIDENTIAL  
(When Filled In)

10. How would you judge the applicant's ability to function as a team member?

☐ Outstanding  
☐ Strong  
☐ Proficient

☐ Marginal  
☐ Unsatisfactory  
☐ Not observed

11. Remarks:

\_\_\_\_\_  
Signature of Immediate Supervisor

I have read the completed questionnaire:

\_\_\_\_\_  
Signature of Applicant

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(When Filled In)

DDA 76-6127

13 DEC 1976

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : DDA Upward Mobility Program

1. As part of the affirmative actions to be included in the CIA Equal Employment Opportunity Plan (EEOP), the DDA is required to develop and submit specific plans which will assure a continuing results-oriented upward mobility effort.

2. As of 10 August 1976, the DDA is required to evaluate the status of Directorate upward mobility programs on a quarterly basis. The status of the aforementioned programs is to be formulated into a quarterly report for the Deputy Director of Central Intelligence (DDCI). The quarterly report should cover Directorate progress for the preceding quarter, an explanation for failures, and a presentation of future plans.

3. To date, each Office within the Directorate is instructed to establish individual Office-level programs in an effort to comply with Directorate legal and regulatory upward mobility requirements. As of 12 December 1976, Project PACE in the Office of Logistics is the only formally structured upward mobility program within the Directorate which closely follows Civil Service Commission (CSC) legal and regulatory guidelines as set forth in FPM Letter #13-27.

4. FPM Letter #13-27 identifies conceptual guidelines to be followed by Federal agencies for planning and implementing upward mobility programs. It also defines upward mobility as follows:



"Upward Mobility is a systematic management effort that focuses Federal personnel policy and practice on the development and implementation of specific career opportunities for lower level employees (below GS-9 or equivalent) who are in positions or occupational series which do not enable them to realize their full work potential."

Within this definition, upward mobility provides developmental opportunities for all lower-level employees on a non-discriminatory basis.

5. To implement the prescribed CSC concept of upward mobility and to assure that correct and timely reporting and evaluating procedures reflecting Directorate upward mobility obligations are met, I am establishing a Directorate-wide program known as Project AIM. Project AIM will be administered in compliance with CSC's legal and regulatory guidelines as set forth in FPM Letter #13-27.

6. Project AIM will be under the direction of the ADDA. It will be administered by a working group comprised of four (4) Office-level EEO officers, a training specialist, and a personnel staffing specialist and will be chaired by the DDA EEO Officer. The Office of Logistics' Upward Mobility Program (Project PACE) and the Advanced Opportunity Program (AOP) will be used as models from which Project AIM will evolve.

7. I have requested that Project AIM be formally structured and instituted no later than 1 January 1977 and that it focus on providing upward mobility opportunities for DDA careerists below GS-9 and equivalent levels.

8. Office Heads will be responsible for identifying suitable positions for use under the auspices of the program. Positions identified will be known as "Target Positions" and they should clearly provide career opportunity. Forecasting of "Target Positions" will be regulated not to exceed three positions per quarter or eight positions per calendar year.

9. In the near future a DDA Administrative Instruction will be issued describing Project AIM in detail and set forth guidelines and tasking for application to the program.

10. Office Heads are encouraged to establish satellite upward mobility programs, however, the responsibility for administering, evaluating, and monitoring those programs remain at the Office level.

Signed: John F. Blake

John F. Blake

STAT

DDA/EEO: [ ] (10 Dec 76)

Distribution:

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- 1 - JFB Chrono
- 1 - EEO Chrono

*Rescinded by*  
*AI - 79-1*

PERSONNEL  
22 December 1976

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 76-3

SPECIAL RETIREMENT OPTIONS

1. There are specific career sub-groups in the Directorate of Administration that are in a surplus situation or which have other personnel management problems requiring some personnel reductions. In order to resolve these problems the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. The Personnel, Security, Medical, Training, Finance, Logistics, MG and M Sub-Groups have been authorized to offer the Discontinued Service and Involuntary Retirement options through 28 February 1977.

3. The following criteria must be met by those eligible employees interested in taking advantage of the Discontinued Service or Involuntary Retirement options:

a. Civil Service Retirement System

(1) 50 years of age and have completed 20 years of creditable Federal Service, or



(2) have completed 25 years of creditable Federal Service, any age.

Annuities are reduced one-sixth of one per cent per month (2 per cent per year) for each month the individual is under age 55.

b. CIA Retirement and Disability System (CIARDS)

Have completed 25 years of creditable service at any age and have ten years CIA service and five years qualifying service. No reduction in annuity will be made for age.

4. This retirement authority has been granted only through 28 February 1977. Eligible careerists who desire to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer as soon as possible to ensure that the necessary processing can be completed.

  
 John F. Blake  
Deputy Director  
for  
Administration

C O N F I D E N T I A L

3-6j

PERSONNEL  
11 January 1977DD/A ADMINISTRATIVE  
INSTRUCTION NO. 77-1DELEGATION OF AUTHORITY  
SERVICE ABROAD AGREEMENT

25X1

Reference: 

1. Heads of DDA Career Sub-Groups are authorized to approve for the Deputy Director for Administration for their respective careerists:

- a. The designation of a permanent place of residence (item 5, Form 3154).
- b. The designation of a home leave point (item 9, Form 3154).

2. Heads of DD/A Career Sub-Groups are authorized to concur for the Deputy Director for Administration for their respective careerists:

- a. The designation of another permanent place of residence (item 6, Form 3154).
- b. The designation of another home leave point (item 10, Form 3154).

3. The authorities specified in paragraph 1 above may be redelegated to appropriate subordinate management echelons. Authorities specified in paragraph 2 above may be redelegated only to a single senior subordinate.

4. The Special Support Assistant to the Deputy Director for Administration is authorized to concur for the Deputy Director for Administration for all DD/A careerists in the establishment of non-standard tours of duty (item 11c, Form 3154).

25X1

Deputy Director  
for  
Administration

25X1

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*Revised by*  
*AI-79-1*


PERSONNEL  
11 August 1977

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 77-2

SPECIAL RETIREMENT OPTIONS

1. Specific career sub-groups in the Directorate of Administration are in a surplus situation or have other personnel management problems requiring some personnel reductions. In order to resolve these problems the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.
2. The Personnel, Data Processing, Medical, Training, Finance, Logistics, MG and M Sub-Groups have been authorized to offer the Discontinued Service and Involuntary Retirement options through 30 September 1977. The Security Sub-Group has been authorized to offer the same options only to their personnel at the GS-15 level.
3. The following criteria must be met by those eligible employees interested in taking advantage of the Discontinued Service or Involuntary Retirement options:
  - a. Civil Service Retirement System
    - (1) 50 years of age and have completed 20 years of creditable Federal Service, or
    - (2) have completed 25 years of creditable Federal Service, any age.Annuities are reduced one-sixth of one per cent per month (2 per cent per year) for each month the individual is under age 55.
  - b. CIA Retirement and Disability System (CIARDS)

Have completed 25 years of creditable service at any age and have ten years CIA service and five years qualifying service. No reduction in annuity will be made for age.
4. This retirement authority has been granted only through 30 September 1977. Eligible careerists who desire to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer as soon as possible to ensure that the necessary processing can be completed.

  
Michael J. Malanick  
Acting Deputy Director  
for  
Administration

*Rescinded by  
AI 79-1*


PERSONNEL  
16 September 1977

DD/A ADMINISTRATIVE  
INSTRUCTION NO. 77-03

SPECIAL RETIREMENT OPTIONS

Reference: DD/A Admin Instruction No. 77-02, dtd 11 August 1977

The Special Retirement Options cited in the referenced Administrative Instruction have been extended to 31 December 1977. The same criteria as stated in reference must be met by those interested in taking advantage of the Discontinued Service or Involuntary Retirement options.

  
for  
Administration

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*Revised by  
Instruction 79-1*

PERSONNEL  
1 January 1978.

DD/A Administrative  
Instruction No. 77-4

SPECIAL RETIREMENT OPTIONS

References: DD/A Administrative Instruction No. 77-2 dated 11 August 1977  
DD/A Administrative Instruction No. 77-3 dated 16 September 1977

1. The career sub-groups within the Directorate of Administration are in a surplus situation or have other personnel management problems requiring some additional personnel reductions. In order to resolve these problems, the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. The Data Processing, Finance, Medical, Personnel, Training, MG and M Sub-Groups have been authorized to offer the Discontinued Service and Involuntary Retirement options through 30 June 1978. The Communications, Security and Logistics sub-groups have been authorized to offer the same options with the following limitations:

Communications - The option is available to GS-12 and 13 employees only.

Security - The option is available to GS-15 employees only.

Logistics - The option is available to all employees except those in the functional areas of engineering and procurement.

3. The following criteria must be met by those eligible employees interested in taking advantage of the Discontinued Service or Involuntary Retirement options:

a. Civil Service Retirement System

(1) 50 years of age and have completed 20 years of creditable Federal Service, or

(2) have completed 25 years of creditable Federal Service, any age.

Annuities are reduced one-sixth of one per cent per month (2 per cent per year) for each month the individual is under age 55.

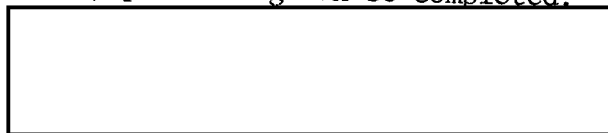
b. CIA Retirement and Disability Systems (CIARDS)

Under age 50, have completed 25 years of creditable service and have ten years of CIA service and five years qualifying service. No reduction in annuity will be made for age.

-2-

4. This retirement authority has been granted only through 30 June 1978. Eligible careerists who decide to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer on a timely basis to ensure that the necessary processing can be completed.

STAT



Acting Deputy Director  
for  
Administration

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ADMINISTRATIVE - INTERNAL USE ONLY *Expires*

This Instruction Expires 1 January 1979

PERSONNEL  
20 January 1978

DDA ADMINISTRATIVE  
INSTRUCTION NO. 78-1

DDA UPWARD MOBILITY PROGRAM (PROJECT AIM)

1. Effective 1 January 1977, the Directorate's centralized upward mobility program, Project AIM, was instituted for the purpose of broadening the base of professional and para-professional positions available to clerical and technical DDA careerists. The name AIM for this project has been selected because its success depends on the abilities, initiative, and mobility of the participating employees. The objective of Project AIM is to identify and/or provide selected DDA careerists the opportunity to obtain experience and training needed to qualify for professional or para-professional careers.

2. Program Eligibility. Project AIM is designed for DDA careerists who meet all of the following eligibility requirements:

a. Two years satisfactory Agency service (staff or full-time contract).

b. Occupy a clerical or technical position GS-08 and below or wage equivalent levels.

3. Program Administration. Project AIM will be under the guidance of the Associate Deputy Director for Administration (ADDA). It will be administered by a Working Group which is comprised of office level EEO Officers, on a rotating basis, a personnel staffing specialist, a training officer, and chaired by the DDA EEO Officer or a predesignated representative.

4. Program Orientation. Project AIM orientation exercises are held twice yearly, usually in February and September to discuss the positions being offered. While the briefings are open to all eligible candidates, attendance will be required for those registrants who have indicated interest in positions offered.

ADMINISTRATIVE - INTERNAL USE ONLY

## 5. REGISTRATION PROCEDURES

### a. Formerly Registered Employees

Contact your Working Group representative to express your continuing interest and to update your registration form.

### b. New Registrations

Registration forms can be obtained from your Working Group representative, who will assist you in completing the forms. Registration includes a questionnaire to be completed by your supervisor. Your forms will be reviewed by your Career Management Officer.

6. Selection Progress. Selection for the program is based, in part, upon an individual's ability, interest, desire, and expressed willingness for further opportunity and training. It is designed to ensure that all eligible employees are considered fairly and without bias. The following represents a succinct summary of Project AIM's selection progress:

a. File Review. The Working Group reviews the Official Personnel File of each employee applying for a program position. Each applicant is judged on career growth potential, evidence of self-improvement, versatility, effectiveness in interpersonal relationships, and job interest. (Note: It is extremely important that your Official Personnel File contains up-to-date information pertaining to your internal and/or external training, such as transcripts, diplomas and certificates.)

b. Differential Aptitude Test (DAT) or Professional Employee Test Battery (PETB). Concurrent with the file review, applicants are scheduled to take either the DAT or PETB. The DAT is administered to applicants with less than a college degree, while the PETB is administered to applicants with a four-year college degree. If you have taken either of these tests in the last four years, you will not be retested. Scores in intellectual abilities, work attitudes and vocational interests are considered in the aptitude test exercise.

c. Personal Interview. The personal interview pertains to the applicant's understanding of upward mobility, interest in Project AIM positions, and areas of concern which are not explored through the file review and aptitude testing exercises.

d. Preliminary Rankings. Concurrent with the completion of the file review, personal interview and the aptitude testing exercises, the Working Group ranks each applicant to identify the "Top Category." The exact number identified as "Top Category" may vary, but it is usually the top five applicants for each position offered. Only "Top Category" applicants will be asked to participate in the Assessment Center exercise.

e. Assessment Center. The Project AIM Assessment Center is administered by PSS/OMS. It is designed to assess behavioral responses in various simulated exercises. Trained observers prepare evaluations on each applicant's performance during the exercises.

f. Final Ranking. Using the Assessment Center reports and all other ranking criteria, the Working Group prepares a final ranking of the "Top Category" applicants. Files containing final ranking data are then forwarded to the appropriate Office Director.

g. Final Selection. The Office Director, or his designee, interviews each of the top category applicants and makes the final selection.

7. Placement Process:

A Personnel Staffing Specialist assigned to the Working Group will assist the gaining and losing offices in the transfer of the selected applicant to the program position. The selected applicant will remain in his/her parent career service sub-group until satisfactory completion of the training program or upon acceptance of the employee by the gaining career service sub-group prior to completion of the training cycle.

8. Performance Evaluation:

An employee occupying a Project AIM position is expected to maintain a performance level consistent with his/her peers in the same or similar positions. Quarterly evaluation reports will be submitted to the Working Group to ensure continual progress by the individual in his/her new career. The Working Group will meet quarterly with both the employee and the supervisor and serve as a forum to discuss the employee's progress, changes in the training plan and suggestions on how to improve the program.

If it is determined that an AIM candidate is not making sufficient progress to indicate success in his/her new career, the candidate will be reassigned to another non-program position in his/her respective career sub-group without grade penalty for having participated in the program. If necessary, the Working Group will assist in finding an appropriate position.

9. Training Pact:


Within 30 days of being assigned to a program position, a Letter of Instruction (LOI) will be prepared by the supervisor and the employee. Included in the LOI will be a training pact outlining the types and duration of training, both internal and external, required by the position. The training pact will serve both as a contract between management and the employee and as a set of objectives by which the employee can be rated. The training pact will not be used as a pass/fail instrument but as a gauge on which to measure the employee's progress toward success in his/her new career.

10. Promotion:

The selection of an employee to a Project AIM position does not mean immediate promotion, nor does it exclude promotion during the training cycle. The same criteria, job performance and competitive evaluation, applicable to other employees occupying the same or similar positions will be used.

11. DDA careerists interested in applying for Project AIM should discuss this with their supervisors prior to making application. Office Directors and supervisors should encourage those employees who they feel have the potential and desire for special opportunity and training to submit applications. Applications should be forwarded, through your Working Group representative, to the Chairman, Project AIM, Room 6E2917, Headquarters, no later than 10 February 1978.

STA

  
Michael J. Malanick  
Acting Deputy Director  
for  
Administration

Att:

List of Project AIM Working Group  
Members and Application Form

10 January 1978

STAT                      Project AIM Working Group Representatives

Tel. No.

Office of Communications :

Office of Data Processing :

Office of Finance :

Office of Logistics :

Office of Medical Services:

Office of Personnel :

Office of Security :

Office of Training :

Office of the DDA :

-----  
TO : Chairman, Project AIM Working Group  
Room 6E2917 Headquarters

VIA: Office Project AIM Working Group Representative

I am interested in applying for Project AIM.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Office

\_\_\_\_\_  
Tel. Ext.



*Rescinded by  
Instruction 79-1*

PERSONNEL  
12 June 1978

DD/A Administrative  
Instruction No. 78-2

SPECIAL RETIREMENT OPTIONS

Reference: DD/A Administrative Instruction No. 77-4 dated 1 January 1978

1. Specific career sub-groups within the Directorate of Administration are in a surplus situation or have other personnel management problems requiring some additional personnel reductions. In order to resolve these problems, the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. Effective 1 July 1978 the Security, Finance, Medical, Personnel, Training, MG and M Sub-groups have been authorized to offer the Discontinued Service and Involuntary Retirement options through 13 January 1979. The Logistics sub-group has been authorized to offer the same options to ML employees except those in the functional areas of engineering and procurement.

3. Personnel not eligible for voluntary retirement who are interested in taking advantage of the Discontinued Service or Involuntary Retirement options must meet one of the following criteria:

a. Civil Service Retirement System

- (1) 50 years of age and have completed 20 years of creditable Federal Service, or
- (2) have completed 25 years of creditable Federal Service, any age.

Annuities are reduced one-sixth of one per cent per month (2 per cent per year) for each month the individual is under age 55.

b. CIA Retirement and Disability System (CIARDS)

Under age 50, have completed 25 years of creditable service and have ten years of CIA service and five years qualifying service. No reduction in annuity will be made for age.

4. This retirement authority has been granted through 13 January 1979. Eligible careerists who decide to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer on a timely basis to ensure that the necessary processing can be completed.

[Redacted]  
[Redacted] John F. Blake  
Deputy Director  
for  
Administration

STA

STA

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*Expires 31 July 79*PERSONNEL  
1 May 1979DD/A Administrative  
Instruction No. 79-1SPECIAL RETIREMENT OPTIONS

1. Specific career sub-groups within the Directorate of Administration are in a surplus situation or have other personnel management problems requiring some additional personnel reductions. In order to resolve these problems, the sub-groups have been authorized to offer to eligible and interested employees the opportunity to retire under special conditions.

2. Effective 1 May 1979, the Security, Finance, MG, and M Sub-groups have been authorized to offer Discontinued Service and Involuntary Retirement Options for all personnel through 31 July 1979. The Logistics Sub-group has been authorized to offer the same option to ML supply personnel only and the Data Processing Sub-group has been authorized to offer these options to GS-12 through GS-15 computer programmers only. The remaining Sub-groups, Personnel, Medical, Training, and Communications have not been authorized to offer these retirement options.

3. Personnel not eligible for voluntary retirement who are interested in taking advantage of the Discontinued Service or Involuntary Retirement options must meet one of the following criteria:

a. Civil Service Retirement System

- (1) 50 years of age and have completed 20 years of creditable Federal Service, or
- (2) have completed 25 years of creditable Federal Service, any age.

Annuities are reduced one-sixth of one percent per month (2 percent per year) for each month the individual is under age 55.

b. CIA Retirement and Disability System (CIARDS)

Under age 50, have completed 25 years of creditable service and have ten years of CIA service and five years qualifying service. No reduction in annuity will be made for age.

4. This retirement authority has been granted through 31 July 1979. Eligible careerists who decide to take advantage of one of the involuntary retirement options should notify their Personnel or Career Management Officer on a timely basis to ensure that the necessary processing can be completed.

  
Don I. Wortman

25X1